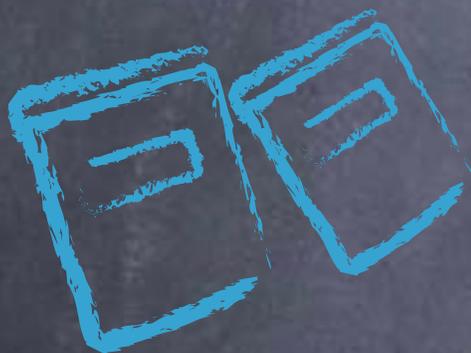


# PREVENT BLINDNESS OKLAHOMA



## COMMUNICATIONS PLAN



CREATED BY  
COWBOY  
CONSULTING

Cowboy Consulting  
206 Paul Miller Building  
Stillwater, OK 74078  
Phone: (405) 476-5969  
Email: lindsey.lyon@okstate.edu

April 12, 2012

Dear Prevent Blindness Oklahoma Board of Directors:

Cowboy Consulting sincerely thanks you for the opportunity to work with your organization to develop this campaign. We have been eager to explore innovative methods of advancing your organization. We believe this communications plan will supplement the work your organization already does and provide new opportunities for growth. We are excited to see PBO continue to be a leading nonprofit organization in Oklahoma.

We have designed a plan communications plan that we believe will increase awareness about PBO and its services. The campaign targets three key publics that are critical to your success: educators, parents and donors.

Our team members are honored to have worked with you throughout this semester. This has been an incredible experience that has allowed us to further our education in public relations. We have learned valuable information about building and implementing successful campaign tactics.

Again, thank you for allowing us the opportunity to work with your organization. Please do not hesitate to contact us if you have further questions or concerns. We appreciate your time and look forward to working with you in the future.

Sincerely,

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Lindsey Lyon  
Account Executive

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Allie Fayette  
Research Director

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Kylie Pool  
Creative Director

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Sarah Brown  
Director of Strategy

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# EXECUTIVE SUMMARY

Prevent Blindness Oklahoma is the state's leading nonprofit dedicated to eye health and safety. It is established to screen the vision of elementary-aged children and to help families provide for their children's vision care.

Building an effective communications plan begins with defining key publics. Primary and secondary research methods were used to gain target market insights and design tactics to reach those markets. For the purposes of this campaign, PBO most influential publics are educators, parents and donors.

The communications campaign was built around reaching each key public to create new relationships and strengthen current relationships. Educators are identified as opinion leaders. Equipping teachers to be brand missionaries will allow PBO to raise the awareness of parents and build communications channels with parents. Parents are identified as the best public to reach donors. The campaign's tactics will have a ripple effect through each key public; educators are trusted by parents and parents allow PBO to reach donors.

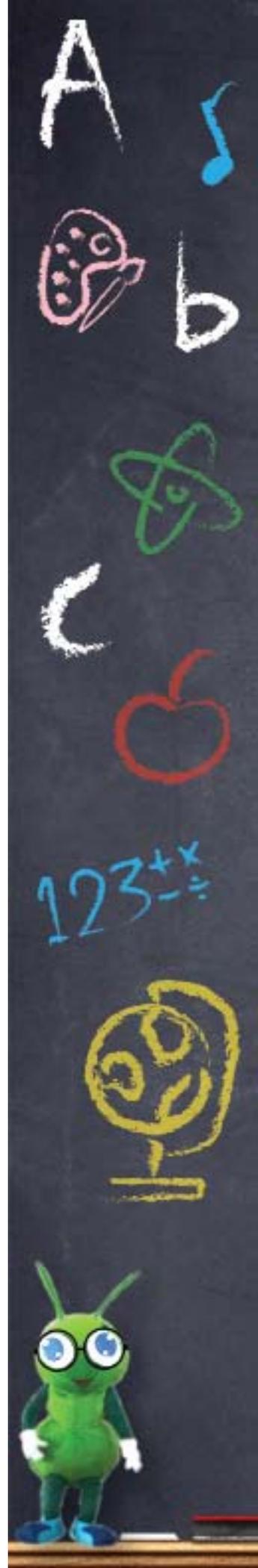
The campaign has three phases: 1) to increase professionalism and provide tools to implement campaign tactics; 2) tactics to transform educators into opinion leaders, increase awareness about the organization among parents and capture donors' attention and dollars; 3) Exciting and detailed tactics to garner media attention and exponentially increase awareness among parents and donors.

The campaign goal is defined as: to create and strengthen PBO's relationships with its key publics. This goal will be achieved by accomplishing five objectives through detailed tactics:

- 1) To put PBO in a position to present itself in a professional and positive manner through all its marketing tactics by renovating the website, defining guidelines of engagement with Bargain Thrift Store and a Lookie & Co. photo shoot.
- 2) To educate teachers in all participating schools about student vision care and PBO's services in order to establish those teachers as opinion leaders through learning lunches, a Lookie lesson plan and a Pinterest board.
- 3) To raise awareness about PBO's services among parents with children in preschool to fifth grade to be 80 percent of parents aware of the organization within one year through school event booths and social media interaction.
- 4) To strengthen donor relations in order to increase frequency of current donor contributions by 10 percent in one year and in order to increase the number of donors by 10 percent in one year through a donor relationship management database, thank you notes, an email newsletter program, personalized event invitations, a text-to-donate system and calculating donor lifetime value.
- 5) To excite children about vision health and to increase awareness raised through media mentions to 40 percent of each key public

Examples of the tactics' implementation are found in the appendices allowing PBO to easily conceptualize each step of the campaign.

Cowboy Consulting is confident this communications campaign will increase PBO's success through heightened awareness and profitability.



# MEET COWBOY CONSULTING



## LINDSEY LYON ACCOUNT EXECUTIVE

Lindsey will be graduating from Oklahoma State University with a Bachelor's degree in Public Relations. She is from Edmond, Oklahoma and spent last summer in Dallas, TX interning for Ignite Partnership, a marketing agency, in client services. She is a member of Kappa Alpha Theta sorority, and plans on moving back to Dallas after graduation to pursue a career in Public Relations.

## SARAH BROWN DIRECTOR OF STRATEGY

Sarah will graduate from Oklahoma State University with a Bachelor of Science degree in Public Relations and Sports Media with a minor in Marketing. She is originally from Tulsa, Okla. and spent last summer in Oklahoma City, Okla. as an intern for Oklahoma City All Sports Association. She was a member of the Oklahoma State University Women's Soccer team and is a member of Pi Beta Phi sorority.



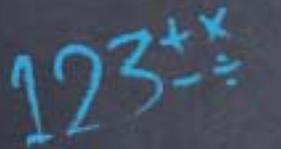
## ALLIE FAYETTE DIRECTOR OF RESEARCH

Allie will graduate from Oklahoma State University with a Bachelor's degree in Public Relations and another major in Political Science. She is originally from Wichita, Kan., and is currently serving as an intern at Beacon Public Relations in Stillwater, Okla. She is a member of Kappa Delta sorority.



## KYLIE POOL CREATIVE DIRECTOR

Kylie will graduate from Oklahoma State University with a Bachelor of Arts in Public Relations. She is from Tulsa, Okla. and has interned with the MS Society and the OSU Student Union in marketing communications. She is a member of Kappa Delta sorority. She plans to move to Dallas, Texas to pursue a career in public relations.



# PROBLEM STATEMENT

PBO has the opportunity to stand out among other nonprofits because it provides unique eye care services. It goes into the school systems to screen students' vision and offers an eye care voucher system to help families pay for their child's vision care.

A lack of public awareness is holding PBO from reaching its full potential. In order to expand its reach, the organization must bridge the communication gap between itself and its key publics, specifically educators, parents and donors. Fortunately, PBO has employees with a heart for their work and the capability to implement a campaign that will allow PBO to reach its potential and surpass the nonprofit competition.

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## COMPANY OVERVIEW

Prevent Blindness Oklahoma is a nonprofit agency dedicated to fighting blindness and saving sight. Established in 1965, PBO is the state's top volunteer eye health and safety organization, and has been conducting free vision screenings to students in all 77 counties of Oklahoma. Prevent Blindness Oklahoma is an affiliate of the national organization, Prevent Blindness America, which was founded in 1908. PBO's mission is "to preserve sight and prevent blindness."

"Lookie" the ant is PBO's mascot for the Children's Vision Screening Program. The targeted children are in preschools, Head Starts, day cares, and private and public schools all over Oklahoma. PBO partnered with the Masonic Charity Foundation of Oklahoma 26 years ago. This charity offers funding and has provided PBO with \$2,750,000 since the beginning of the partnership. Children's Vision Screeners and Masons screen all children as required by state law.

PBO offers its services to children in pre-k to fifth grade. A trained volunteer will go to schools and provide free vision screenings to these students. If the child needs eye care, and the child's parents are not financially able to pay for it, then PBO will pay for the child until they are 18 years old.

There are many different methods used in screening, but the most common is chart screening, which is used for children four and older. The second method used is photoscreening. Photoscreening uses a technologically complex camera to screen children ten months to three years of age, in addition to special needs children.

PBO hosts several events to fundraise for its services. These events include: SWING for Sight, Taste for Sight, The Eye ball, Fight for Sight, Sip for Sight and The Okmulgee Charity Trail Ride.





# SITUATION ANALYSIS

IDENTIFYING OPPORTUNITIES  
FOR AND THREATS TO PBO'S  
SUCCESS

# SNAPSHOT: SWOT ANALYSIS

## STRENGTHS

The service provided is unique and enhances the futures of Oklahoma school children.

Services reach all Oklahoma counties.

The organization has strong partnerships with Masons and Grand Lodge.

Trust levels amongst those aware of the organization and those the organization serves are high.

## WEAKNESSES

There is an overall lack of awareness about who PBO is and what services it provides. Brand recognition is low.

Marketing strategy is not defined and there is no clear target market.

Capacity limitations are in question with PBO expanding to more schools.

There is no clear follow-up system for the referrals and voucher programs.

Management is resistant to change.

## OPPORTUNITIES

Technological tools represent ways for PBO to cut costs while increasing awareness levels.

Oklahoma children are required by law to have their vision checked upon entering school.

A new marketing strategy could find new revenue sources.

The schools' need for the vision screening service is high meaning that there is a market for this organization.

Oklahoma's aging population means that the potential donor pool will increase at a faster rate than the amount of children needing the screenings.

Teachers are aware of PBO and parents trust them meaning they could be strong brand missionaries.

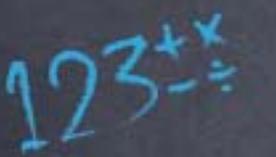
## THREATS

Nonprofits are in fierce competition for donors' dollars.

Indirect competition (nonprofits) are better known and more trusted than PBO.

Confusion regarding the thrift store dilutes PBO's brand reputation.

A lack of trust and awareness amongst parents hinders PBO's success rate and ability to gain donors.



# PUBLICS ANALYSIS

Information about markets that impact PBO's operations or hold opportunities for growth and expanding awareness about PBO

## GENERAL STATISTICS

A survey conducted to assess the public's awareness of PBO showed that 74.92 percent of people have never heard of the organization. Those who were aware of the organization heard about it through the school systems or through family and friends.

About 50 percent of people said children's eye care is very important to them, but 61.62 percent said they do not know the signs of poor vision.

## PARENTS

In Oklahoma, the PBO's parent public typically falls between the ages of 25 to 40 years old. Less than one and a half million people fall into this category, according to the 2010 U.S. Census information.

- Ages 25-29—7.1 percent or 265,737 adults
- Ages 30-34—6.4 percent or 241,018 adults
- Ages 35-39—6.2 percent or 232,742 adults

In addition, in Oklahoma, 21.6 percent of the population reported having a child of their own under the age of 18; 2.7 percent had a relative in their home under the age of 18; and .5 percent had a child under the age of 18 who was not related to the respondent.

Our country is becoming a "minority majority." Based on PBO's service offerings, it needs to reach lower income families. Many of these families are a part of a minority ethnicity. According to the 2010 U.S. Census, Oklahoma's ethnicities are as follows:

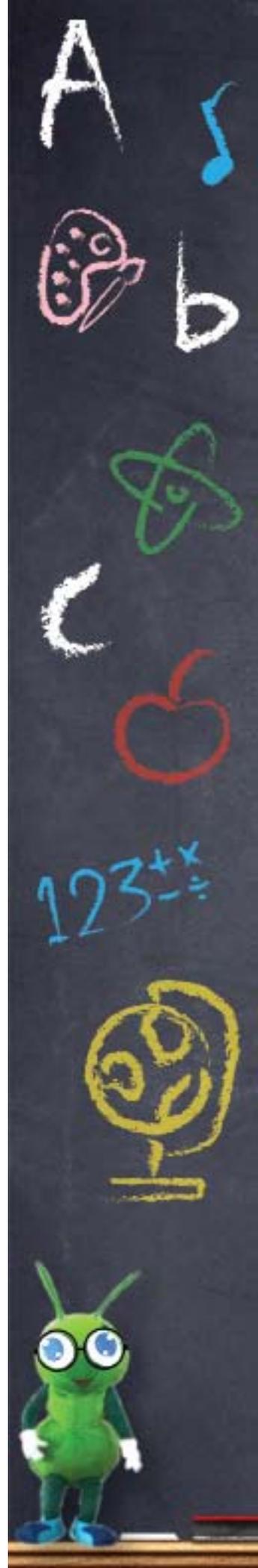
- White—72.2 percent or 2,706,842 people
- Black/African American—7.4 percent or 277,644 people
- American Indian or Alaska Native—8.6 percent or 321,687 people
- Hispanic/Latino—8.9 percent or 332,007 people

Primary research found that parents prefer one-on-one conversations with teachers either in person or over the phone to receive communication from the school. A lack of individualized assessments or conversations between the teacher and parent leaves the parent wanting more. Parents strongly desire another set of eyes assessing their child's strengths and weaknesses.

Parents find fliers from the schools important and informative. They like having a hard copy of upcoming events to put in the family calendar or post on the refrigerator.

The interviews conducted found that parents place a strong emphasis on the reputation of the organization. Tradition and history of an organization is important, however, the most important aspect is whether the parents know and trust people working with the organization.

Parents seek out information through teachers, family and friends. They go to those people whom they trust and who have experienced similar situations with their own children. Parents also utilize reputable Internet resources such as: Google, WebMD and parenting blogs.



# PUBLICS ANALYSIS CONT.

## EDUCATORS

According to Teacherportal.com, Oklahoma teachers have a starting salary of \$29,174 and an average salary of \$38,722 with an average of 15 weeks vacation each year. Teachers are eligible for tenure in three years.

According to the localschooldirectory.com, there are 46,571 teachers in Oklahoma, 645,108 students, 1,815 schools and 13.9 students per teacher. For PBO's target children age groups (prekindergarten through elementary school), there are 1,373 teachers for prekindergarten, 2,319 kindergarten teachers and 18,694 elementary school teachers.

Primary research found that teachers have positive opinions about PBO's services and find improvements with students' learning after receiving vision treatment. Teachers are also aware of the necessity of vision screenings for their students' success.

## CHILDREN

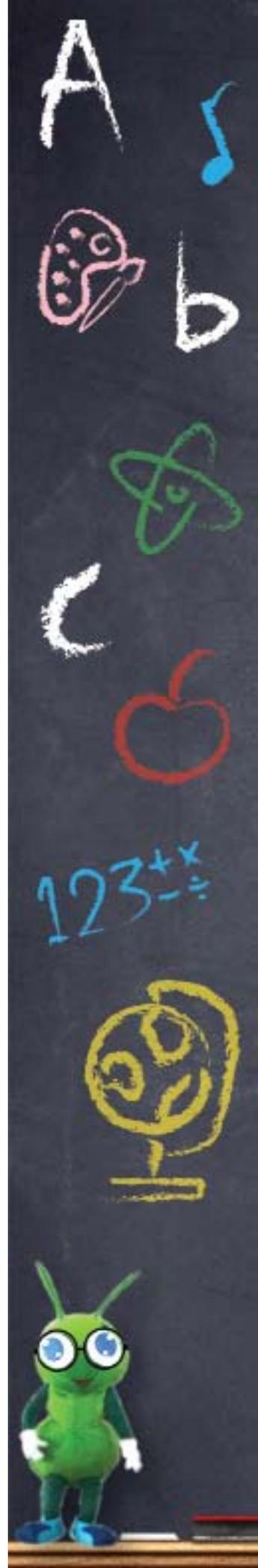
There are just below one million children under the age of 18 in Oklahoma according to the 2010 U.S. Census. PBO's target market for this public is grades Pre-K to fifth grade. The numerical breakdown will prove useful when choosing strategies for this public. The following information is according to the 2010 U.S. Census information for Oklahoma:

- Under the age of 5—7 percent or 264,126 children
- Ages 5 to 9—6.9 percent or 259,336 children
- Ages 10 to 14—6.8 percent or 253,664 children

## OPTOMETRISTS

There are hundreds of optometrists in Oklahoma. Most are aware of PBO and all aware feel that PBO is taking great initiative caring for children's eyesight. However, only one out of 13 optometrists surveyed donates to PBO. The optometrists surveyed expressed willingness to donate but lacked information about the organization and what their donations would go toward.

Optometrists are only aware about PBO through the children's referrals. There is no direct communication between PBO and the eye doctors.



# PUBLICS ANALYSIS CONT.

## DONORS

The most frequent donor age groups range from age 40 to age 70. However, other age segments are supportive of nonprofits, though marketing tactics have not yet been fully developed for them. The following is a demographic breakdown of their sponsorship styles and donating habits the Southwest Florida Planned Giving Council both researched and defined:

### Generation X

- Ages 30-45
- Struggle to filter the abundance of information bombarding them everyday
- Can be highly utilized if given help to select from a few options
- Low trust level in charities due to scandals, but can be convinced otherwise
- They won't give unless the mission "touches" them
- An under-sought group
- Many run boards and have high influence in the community
- This is the typical age group of PBO's parent segment

### The Silent Generation

- Ages 67-87
- Tend to spend a little more time on themselves
- Have already invested money in gift annuities and give after their death

### Boomer Generation

- Ages 56-66
- Many are exceptionally wealthy
- Higher engagement in the philanthropic endeavors during the last five to 10 years
- Want immediate impact and verifiability in donations

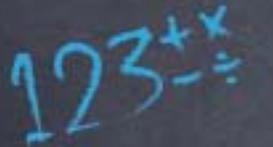
### Young Boomers

- Ages 46-55
- Have greater financial strain
- Looking for more meaning in gift giving
- Yearn for stewardships in nonprofits

### Generation Y

- 29 years old and younger
- Filter information quickly
- Get most of their information from technology
- Won't give unless they are actively involved in the action
- Giving volunteer options is a way to get their attention and money
- This group gives their opinions and if they are not taken by the nonprofit, they will take their ideas elsewhere

Primary research found that corporations are not aware of PBO and its mission. The three most known and most donated to organizations in Oklahoma are United Way, Salvation Army and Big Brothers Big Sisters. These nonprofits strive to strengthen the local community, are well known and work towards enhancing the future. There is an opportunity for PBO to connect with people on an emotional basis.



# TARGET PUBLICS

These groups have the most influence on PBO through this campaign

## EDUCATORS

For PBO's purposes, because the largest numbers of children the organization screens are in elementary school grades, the most influential teacher group to target is those teaching elementary school. This represents 18,694 educators. By targeting communications toward this segment, PBO could reach more parents through other children age groups.

## PARENTS

In terms of making a difference and helping PBO accomplish its mission statement, parents are the key public. Parents control whether their children receive eye care. Low-income and bi-lingual parents ages 25 to 40 are a strong market that needs to be targeted.

Parents are most likely to fall into the 'achievers' category that has a median age of 41. With 72 percent married, children are a top priority in their daily lives and decisions. They heavily use the Internet and read magazines. This group is goal-oriented, conventional and brand conscious. They are focused around family, their place of worship and work

## DONORS

In terms of profitability and volunteerism for PBO, the donors and/or sponsors are the most important and most influential. The most important and ignored gift giving generation is Generation X, which PBO should target. This group not only can provide more funds, but also offers volunteer hours.

Donors are most likely to fall into the 'thinkers' category with a median age of 56. With 75 percent of this group married, children are generally of high importance to them. About half of this group is in retirement and half is still in the work force. In comparison to other media, they contribute a great amount to PBS and NPR. Reaching this group through the Internet and newspapers can appeal to their need to be informed. They are well educated and often seek out large amounts of information when making a decision.



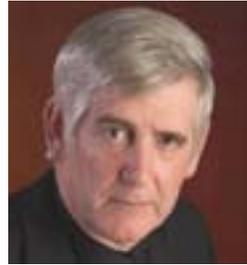
# PERSONA EXAMPLES

## Characteristics of individuals in target publics

### JACK STEPHENSON

Age 65; Born in Tulsa, Okla.; Currently resides in Edmond, Okla.

Jack is twice divorced and has 2 children and 5 grandchildren. In his spare time, he likes to golf, fly fish and attends events that allow him capitalize on personal appearances and gaining recognition in the community. A graduate from the University of Oklahoma, he was a member of a top-ranked fraternity on campus.



He is a highly prestigious member of many organizations including various Boards and City Council.

He has selfish tendencies, but if persuaded he has a soft spot for children and for giving back to the community that raised him to become so prosperous.

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### SUSAN WHITE

Age 38

Born in Stillwater, Oklahoma

Currently resides in Enid, Oklahoma

Susan is married and has 1 child in middle school. In her spare time, she likes to read Jane Austen novels and do Yoga. She is an established executive member on the PTA and runs an after-school chorus program for mentally handicapped children learning to sing.



Susan is a highly devoted member of her church and volunteers on Sunday to sing with the choir. A kind, outgoing woman, Susan is always willing to help others and is constantly trying new things. She uses Facebook and Twitter everyday in order to keep in contact with her friends from high school and her sorority sisters from college.

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### KRISTIN PRICE

Age 29

Born in San Antonio, Texas

Resides in Bartlesville, Oklahoma

Kristin is married and has 1 boy in Pre-K and 1 girl in 2nd grade. She works as a receptionist at a dental office and in her spare time she teaches a cake decorating class.



She is a marathon runner and has many connections within her city including strong ties with MADD in Bartlesville. She is very active in her childrens' lives and always keeps them in good health and good standing in school. Kristin is close with the teachers at the local schools and frequently has lunch with them to discuss possible ideas for plays and choir rehearsals.

Kristin attended a community college where she acquired an associate's degree in culinary arts. Her controlling mannerisms make her the prime candidate for any board or executive position. However, her up-tight personality can often come off as snooty.

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# DECISION MAKING PROCESS

Shows how key publics forms opinions and makes decisions about PBO

## PARENTS

### Problem Recognition

Parents recognize that their child has a vision problem when their child is screened in the school and sent home with a slip. PBO screens all children Pre-K to fifth grade to see whether the child needs further eye care. Not all parents know to have their child screened or do not have another resource to have their child screened. A child who is identified as having a vision problem is sent home from school with a slip that informs parents of the screening results and refers the child to area optometrists.

### Information Search

PBO uses a narrow set of tactics to inform the public about the organization. Social media conversation is limited. Traditional media is used frequently, though not always effectively.

PBO heavily relies on word of mouth to spread its messages. Parents find out about PBO when schools host vision screenings with PBO. Nurses, teachers and school administration are the groups most aware of PBO and determine the spread of PBO's messages.

Parents are protective of their children and tend to seek out information regarding their children's health through a variety of sources. Parents need clear and specific information regarding vision health including when children should be screened, where to go if vision problems are found and how to avoid future vision problems.

### Evaluation of Alternatives

PBO does not have significant direct competition. However, there are mobile health clinics, health seminars, family doctors and other methods of discovering eye issues. Parents trust their family physicians more than an outside company with their children's health.

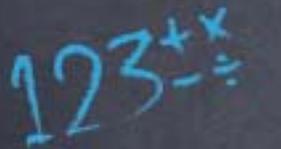
### Purchase Decision

Once a year, PBO screens children in every school in Oklahoma. PBO builds relationships with schools to maintain vision screenings for children and reduce administrators' fears about an outside organization in the school. PBO board members inform school administrators of the positive services they provide for the students.

Parents must take the next step after a vision screening. Taking the child to an optometrist requires action on the parent's part. In addition, if the family qualifies for eye care vouchers, the parent must continue to engage with PBO in order to get the care for their child.

### Post-Purchase Evaluation

Parents assess whether they made the right decisions regarding the vision screening and their child's eye care as the interaction with PBO continues. Proper treatment and improvements in the child's sight or behavior generally leads parents to positively reflect on their interaction with PBO.



# DECISION MAKING CONT.

## DONORS

### Problem Recognition

Potential donors recognize their desire to donate a variety of ways. Whether it is due to the need for a tax write off, or whether they have decided they want to give back to the community, potential donors often recognize their need when they have extra money or when they see an organization that is aligned with their values.

### Information Search

Potential donors seek out information about organizations through the Internet and through word of mouth. They look for result-oriented facts about the organization including the number of people reached and helped through the organization's services.

### Evaluation of Alternatives

Other charity nonprofits are the competition for potential donor's dollars. Potential donors evaluate the work other nonprofits do in order to decide which organization will receive their donation. During this stage, potential donors evaluate the information they have found about each nonprofit to decide which values most align with their own.

### Purchase Decision

Potential donors make a decision about which organization to donate to and make the donation. They seek out the organization they have chosen and make the transaction happen.

### Post-Purchase Evaluation

Donors evaluate their decisions about their donations based on the relationship the organization continues to cultivate with the donor. This includes future work the organization accomplishes with the donations and continued communication to donors.



# CONTEXT ANALYSIS

**External factors that impact PBO's business model and daily activities identifying both threats and opportunities for PBO's success**

## DEMOGRAPHIC ENVIRONMENT

According to 2010 U.S. Census data for Oklahoma, there are more than one million children ages 18 and younger. Of the total population, 7 percent are under the age of 5; 6.9 percent are 5 years old to 9 years old; 6.8 percent are 10 years old to 14 years old; and 7.1 percent are 15 years old to 19 years old. A large portion, 75.2 percent, of the total population is 18 years or older.

Of the total population (3,751,351 people), whites make up 72.2 percent; blacks make up 7.4 percent; 8.6 percent reported being Indian; and 8.9 percent reported being of Hispanic/Latino descent. Note: This data does not include the estimated 75,000 illegal immigrants in Oklahoma, according to the Tulsa World.

In Oklahoma, 21.6 percent of the population reported having a child of their own under the age of 18; 2.7 percent had a relative in the home under the age of 18; and .5 percent had a child under the age of 18 who was not related to the respondent.

Oklahoma is projected to grow at a slower rate than other states according to the 2010 U.S. Census. The total population is projected to be at 3,661,694 by July 1, 2015; 3,735,690 by July 1, 2025; and 3,913,251 by July 1, 2030. Because Oklahoma is growing at a slower rate, this means that the United States has an aging population. These numbers show that the amount of children in Oklahoma will increase, but at a slower rate than the current population will age. For PBO, this tells them that the potential donor pool will increase faster than the population that demands PBO's services.

## ECONOMIC ENVIRONMENT

### Nonprofits

According to the National Center For Charitable Statistics, public charity activities falling under the category of health in Oklahoma are by far the largest of all charity activities. These statistics show that 472 organizations filed in 2009 with total revenue of \$4,785,361,397 and expenses totaling \$4,604,1888,786.

### Oklahoma Families

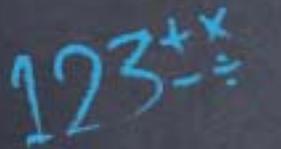
In Oklahoma, the average household income is \$41,555. In the United States, the average household income is \$50,740. Oklahoma consistently ranks lower in income and quality of life.

## SOCIO-CULTURAL ENVIRONMENT

Oklahoma has always been known as part of the "Bible Belt," where people cling to their faith (Routes). Church attendance is on the decline nationally, however, Oklahoma hasn't seen a decline in the 'mega' churches. Traditional church settings have seen declines in recent years.

There are only two large metro areas in Oklahoma: Oklahoma City and Tulsa. The rest of the state's population lives in small towns or rural areas.

Oklahoma is traditionally republican and extremely conservative. The culture frowns upon same-sex marriages and abortion. Oklahomans are concerned with strong morals and are accustomed to the idea that everyone knows everyone else. Oklahomans are friendly and trust organizations that do good work and help society. Once an organization gains trust, awareness about it will spread quickly.



# CONTEXT ANALYSIS CONT.

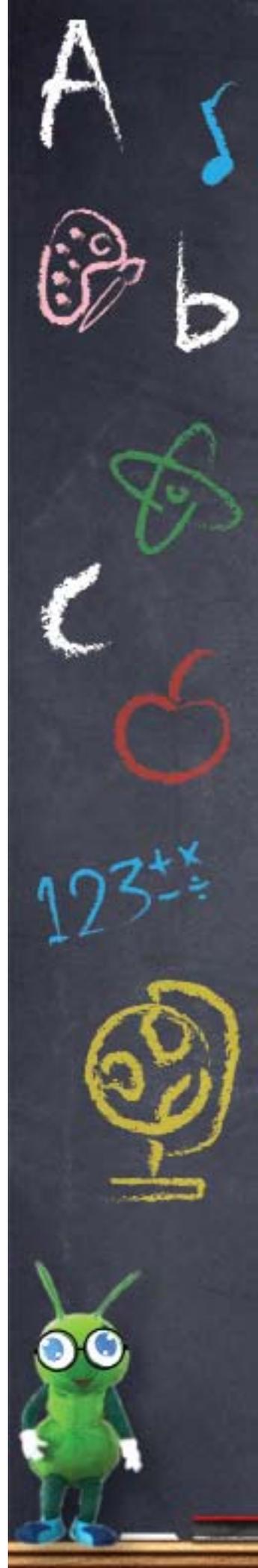
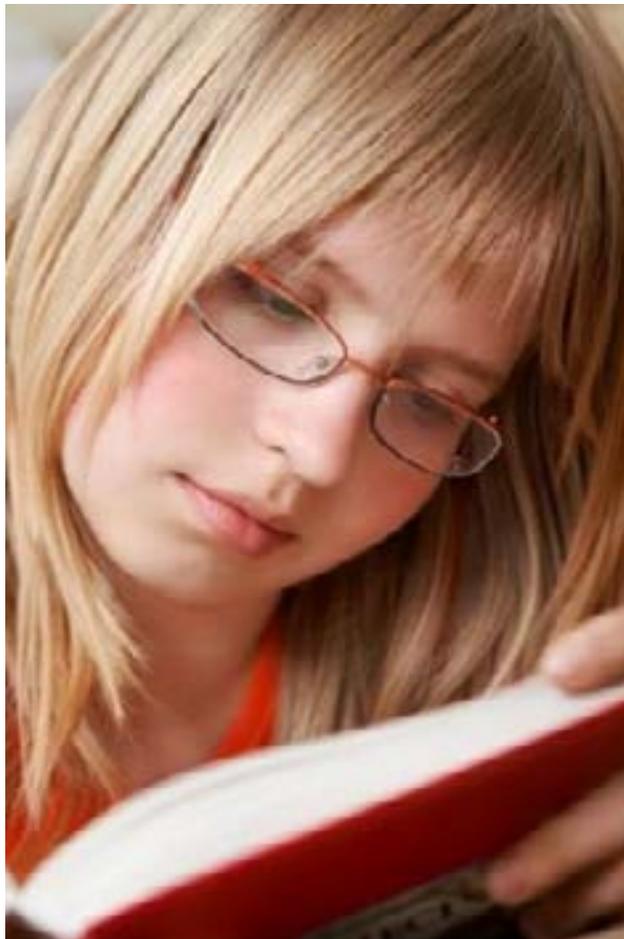
## POLITICAL/LEGAL ENVIRONMENT

Legislation in Oklahoma dictates that children must pass a vision screening upon entering kindergarten by approved screeners, then again in the first and third grades. This legislation impacts PBO because it mandates parents to utilize services like the ones PBO provides. Children are not prohibited from attending school for failing to provide such information.

HIPAA, and other legislation, provides federal protection for patients, but it limits the amount of information that can be divulged to businesses and organizations like PBO. These regulations specify a series of administrative, physical and technical safeguards for involved parties that make it hard for PBO to maneuver around. This means that gathering information about children it has referred to optometrists is especially difficult.

Laws dictating the organization's operating guidelines act as a part of the political environment. PBO follows all legislation regarding volunteer and full-time employee wages. However, other laws that prove problematic for many companies do not apply to PBO. For example, product-labeling requirements do not prove a problem for PBO because it provides a service, not a product. Also, no other organization in the market provides this service.

Guidelines other non-profits follow apply to PBO as well. A non-profit accountability framework should be set in place if it is not already in operation. The framework should include a comprehensive list of stakeholders to whom PBO is held accountable. It also should list the resources for which PBO need be held accountable. The stakeholders and resources then should be compiled on a matrix so that revenue can be clearly seen.



# CONTEXT ANALYSIS CONT.

## TECHNOLOGICAL ENVIRONMENT

Clients increasingly expect organizations have easy to use services for repeat users.

### Screening Services

For the services PBO provides, the organization's technology is current. PBO uses state-approved methods, chart screening and Random E Dot testing for children Pre-K through third grade. PBO has a photo screening technique that uses an advanced camera to screen children 10 months to 3 years old. Older children, fourth grade and above, are screened for near vision and distant acuity.

### Social Media

PBO maintains Facebook and Twitter accounts and a blog. These social media tools are utilized sparingly and are not kept current.

Other businesses and nonprofits greatly benefit from the use of social media tools. Twitterhollic.com is being used to connect with the top 50 tweeters in an organizations area that provide support for that organization. The Facebook Insights program can track activity and demographic information about visitors to an organization's page. YouTube Nonprofit Program raises money and advocates different causes every week. Using YouTube video annotations has been successful for various nonprofits for raising awareness about the organizations. Flickr Pro accounts offer nonprofits the opportunity to get the message out about their cause through pictures. Blog posts and articles on social news websites can increase donation activity. Blackbaud identifies top contributors and influencers through all social media tools. LinkedIn is a business-related social networking site that has more than 135 million users. The website is used mainly for professional networking and many Prevent Blindness organizations have profiles, but PBO does not. The "next big thing" in the social media toolkit is Pinterest. It is said that a picture is worth a thousand words. Whereas Facebook and Twitter both rely on text, Pinterest revolves around pictures that easily and quickly align with user interests.

### Online Donations

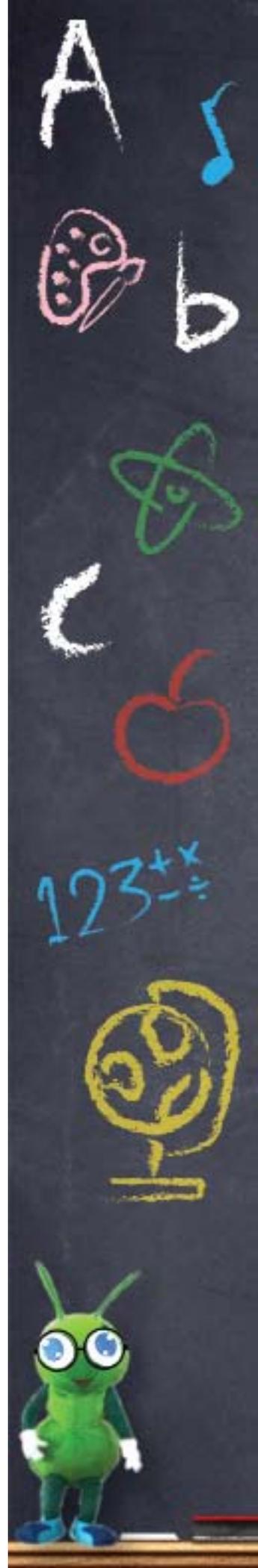
PBO uses PayPal for its online donation collection. Online donation collections services are increasingly more effective in raising funds for nonprofits. "Organizations raise funds an average of six different ways, with online donations proving an increasingly fruitful method," according to an Urban Institute Center on Nonprofits article, What's Been Happening to Charitable Giving Recently? A Look at the Data. "Three-quarters [of surveyed nonprofits] reported using or having the ability to receive online donations, 58 percent of whom saw their online donations go up in 2010."

Other services exist that allow easy ways to gain repeat donors. For example, Groundspring.org serves more than 900 nonprofits and offers its clients recurring monthly donations as part of its DonateNow online service. Nonprofits have to set up an account (either \$129 or \$199 setup), then a monthly fee of either \$15 or \$25 (based on budget size), and a 3 percent fee per donation.

### News Media

PBO sends out news releases to different news outlets to get word out about events. PBO has appeared in the Tulsa World with "Flight for Sight" in Tulsa at the Jones-Riverside Airport in Jenks. The organization has also appeared in multiple newspapers for school screenings, the millionth child and more. A testimonial also appeared in The Oklahoman about PBO's work.

News media loves the human interest and feel good stories, but there needs to be a unique angle and reason for the story to run. News media doesn't like to just fill space.



# COMPANY ANALYSIS

**Internal factors that impact PBO's business model and daily activities identifying both strengths and weaknesses that influence PBO's success**

## BUSINESS MODEL

Prevent Blindness Oklahoma is the only nonprofit agency dedicated exclusively to fighting blindness. It is a 501 c (3) nonprofit agency. It has been providing vision screenings for children at preschools, day cares, head starts and public schools for 45 years. There are 17 screeners spread out across the state.

PBO also provides safety and educational programs, and serves as an information and referral service for eye care. PBO will pay for a child's eyewear, doctor appointments and any specific optometry needs he or she has until age 18, if the child is eligible. Its offices are located in Oklahoma City and Tulsa. There are six staff members in Oklahoma City.

PBO is operating at a deficit, meaning that its budget exceeds expected revenue. PBO is in need of increasing revenue streams in order to continue screening children. The 2010-2011 proposed budgets shows total expenses to be \$683,574 and total revenue to be \$668,200, meaning the organization needed to increase revenue by \$14,374 to cover its costs. Employee salaries and benefits are by far the highest cost at \$316,737 and \$50,000 respectively. Other large expenses include: travel and transportation (\$91,606.80); affiliate dues and fees (48,500); and professional fees and outside services (\$33,100). Finding ways to trim any of these and other expenses could also greatly improve PBO's budget.



A donation pickup service and thrift store is often confused for PBO. The thrift store often mismanages customer relations confusing the customer as to whom he or she is donating items. It is also unclear how much of the company's profits are actually donated to the organizations it claims to represent. There is an opportunity here to increase the pickup service's

customer service and profitability by discussing how to approach potential donors. Calls to speak with a donation pickup service company representative went unanswered. The organization does provide PBO with about \$126,000 a year meaning that the relationship should be maintained though customer service practices of the thrift store need to be improved to keep PBO's reputation intact.

PBO is partnered with Grand Lodge (provides volunteers) and The Masonic Charity Foundation (provides \$100,000 in funding).

PBO is part of the 'old regime' of nonprofits that have been established for many years. The methods it uses have been in place for years and the company lacks the necessary resources to implement new ideas that its employees and board members would like to see implemented. Employees and board members have big hearts for service and are dedicated to the work the organization does.

Donors support revenue flow of PBO. Public support totals \$282,250 and special event donations total \$109,000 for the 2010-2011 proposed budget. Services are provided to children (to assist parents in caring for their children). These services are provided through the schools with the administrative support. School administration pays about \$20,000 annually for PBO's services (\$600 per day per school), which is only a fraction of the cost to provide the services. Though volunteers screen the children, travel costs alone exceed \$90,000.

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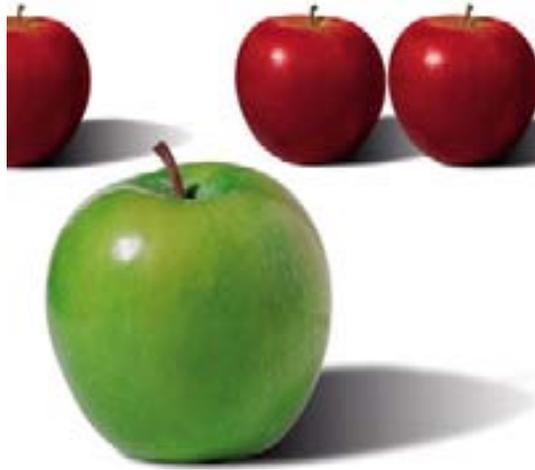
# COMPANY ANALYSIS CONT.

## COMPETITIVE STRATEGY

PBO doesn't have a strategy for competing with other doctors, nonprofits, etc. The organization does not have direct competition within the schools though it competes with family physicians to screen children and other nonprofits for donations and volunteers. It hasn't defined its competition and therefore lacks a strong competitive strategy.

## COMPETITIVE ADVANTAGE ANALYSIS

PBO's competitive advantage is that it not only specializes in children's eye care, but also goes into the school system to screen eyes. It does something no other organization does. It also provides eye care services for children until they are 18 years old. PBO stands out amongst other nonprofits for the services it provides.



## RESOURCES THAT COULD BE LEVERAGED

PBO is trusted by the school systems it already serves. Those relationships could be leveraged to push information out to the parents and raise awareness about PBO to the target audiences.

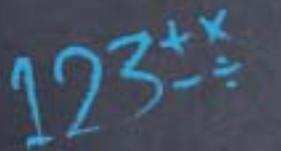
PBO provides significant revenue streams for optometrists and eyeglasses retailers. By screening children and referring them to specific eye care facilities, PBO provides potential lifetime customers to those facilities. Once a child's vision impairment is identified, it often requires treatment for the rest of his or her life. PBO could leverage this fact with eye care professionals to create new revenue streams.

A fact that could help PBO is that 70 percent of minors in juvenile detention facilities have vision impairments.

## PROGRAMS AND PRODUCTS

Prevent Blindness Oklahoma is supported by contributions, memorial gifts, bequests, and legacies. Partnerships with the Oklahoma Masonic Charity Foundation and Bargain Thrift Stores, as well as foundation grants and corporate support provide for our programs that reach Oklahoman children. In addition, special events generate funds necessary to maintain essential community services and educational programs, while providing valuable eye health information to the participants. The donations are all tax deductible.

Fundraising and administrative costs total 9.2 percent of PBO's budget. Oklahoma Masonic Charity has provided more than \$2,750,000.00 since the beginning of the partnership with PBO. Masonic provides with vision screenings, traffic control, and by providing whatever the screeners may need. PBO provides eye screeners.



# COMPANY ANALYSIS CONT.

## HOW CLIENT NEEDS ARE MET

In the 2010-2011 school year, 278,698 children were screened. With the assistance of the Masons, 32,090 children were referred to eye doctors. PBO offers its services to all Oklahoma school districts.

PBO provides help to the following: early head starts, head starts, day care centers, pre-schools, elementary schools (pre-kindergarten, kindergarten, first grade, third grade, new students to the school and any referrals from another grade).

Although there are diverse methods used in screening, the most frequent is chart screening, which is used for children 4 years and older. The second technique used is photo screening. Photo screening uses a technologically advanced camera to screen children ten months to 3 years of age, in addition to non-verbal and special needs children.

## PAST & CURRENT COMMUNICATIONS

In comparison to other nonprofits and optometrists across the state, PBO has had less effective communication with its key publics. News releases have made it into news media, but on the whole, PBO struggles to make its messages reach its key publics. There is a disconnect between PBO and the parents and a lack of awareness among potential donors.

## PUBLIC PERCEPTION

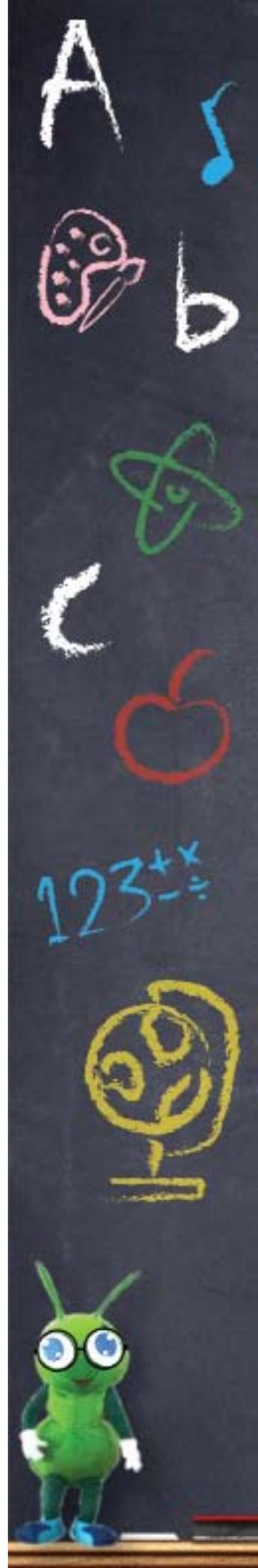
A partnership with Bargain Thrift Stores is causing confusion among the public in the Oklahoma City/Edmond area about what PBO is and what it does. The thrift store's lack of customer service and clarity regarding what it does and how much money goes to charity is causing people to be upset with PBO or think that PBO is a thrift store.

People to know what PBO is and have experienced its services to any extent tend to have a high opinion of the organization. People are appreciative and see PBO as genuine, caring and helpful.

## COLLABORATORS & COMPLEMENTERS

The strongest collaborators and complementers are the schools. School help spread awareness about PBO and push information out to the parents. In addition, schools benefit from PBO's services both in helping its children and in alleviating pressure from the nurses.

Other complementers include every industry PBO supports. PBO sends children to optometrists, which increases the doctors' client lists and profits. PBO also identifies eye problems that often must be fixed with glasses. Thus, PBO also supports any business in the eye care product industry including glasses, contacts, contact solutions, etc.



# COMPETITIVE LANDSCAPE

Examines the competition PBO faces in its industry

## INDUSTRY COMPETITORS

### Direct Competitors

Although PBO's services are unique and there is little competition for them, any nonprofit that competes for the same donors as PBO can be considered a direct competitor. According to 2009 National Center For Charitable Statistics data, there are 472 charities in Oklahoma. There are thousands of other charities across the state that compete for dwindling donation dollars. This is a highly competitive industry for PBO to be in. According to The Urban Institute, there are more than one million 501(c)(3) nonprofits in the United States and this number is continuing to increase. It increased by 19 percent between 1999 and 2009.

### Indirect Competitors

Any optometrist or family doctor in Oklahoma and other mobile health screening units (i.e. Lion's Club Mobile Health Clinic) are indirect competitors. Additionally, iScreen Vision Screener, Vision USA and Junior Blind of America offer similar services on a national level. As these other sources identify vision issues, PBO loses children it could be helping and claiming as having identified the vision problem. Doctors are highly trusted and tend to have a strong patient base. They connect on a more substantial level with parents and can offer more comprehensive medical care.

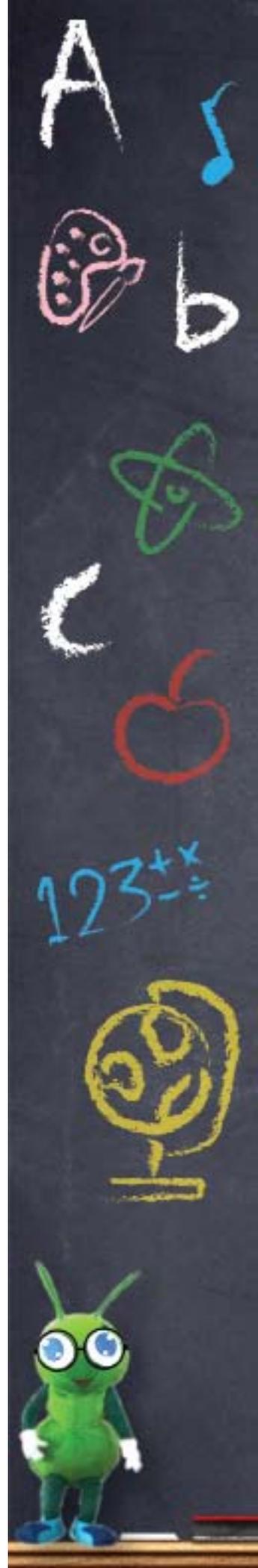
In addition, donors are increasing strapped for cash as the economy struggles to recover. This means that anything competing for their dollars is competition for PBO. Other nonprofits have higher brand recognition, higher marketing budgets and more effective communication tactics with target publics.

## POTENTIAL ENTRANTS

Any nonprofit or new doctor practices are potential entrants. The cost of entry is high due to the medical expertise need for trained volunteers/staff and the expense of medical equipment. The cost of exiting is relatively low.

## AVAILABILITY OF SUBSTITUTES

For both PBO's services and for its revenue, there are a variety of substitutes. As stated above, there are many other nonprofits donors can give money. Parents can take their children to a pediatrician or other organization to have their children's vision screened. The Oklahoma Department of Health website lists hundreds of certified screeners that parents can chose from.



# PRIMARY RESEARCH

A look at the research Cowboy Consulting executed while creating this campaign

## RESEARCH METHOD

### Objective

The goal of our research was to find approaches that would improve communication between PBO and the parents and/or guardians of the children that PBO screens. Improved communication should strengthen brand awareness, which should increase donations.

### Methodology

We conducted one-on-one interviews (both in person or over the phone) with parents and legal guardians. We searched for respondents living in a range of Oklahoma school districts such as: Tulsa, Jenks, Stillwater, Edmond and Oklahoma City. We also searched for a range of backgrounds to gain further insights about how to reach various target markets. We found respondents through churches, family and friends. We each had a goal of each finding six parents to interview for 24 total respondents. We had 18 respondents by the end of the research period.

### Sample

The respondents met the following requirements:

- Men and women ages 25 to 55
- Have school-aged children
- Middle to lower income
- Working class or unemployed
- Range of backgrounds

Our respondents were parents and legal guardians because we needed to access what they knew about PBO and discover ways they seek information regarding parenting. This information helped us build a creative campaign to bridge the communication gap between PBO and parents/legal guardians and reach potential donors.

### Research Instrument

See appendix one.



# PRIMARY RESEARCH CONT.

## KEY FINDINGS

### **With regards to communication from schools and organizations to parents:**

We found that parents prefer one-on-one conversations with the teachers and/or coaches either in person or over the phone. A lack of individualized assessments or conversations between the teacher and the parent leaves the parent wanting more. Parents strongly desire that other set of eye assessing their child's strengths and weaknesses.

In addition to one-on-one conversations, parents find fliers both important and informative. Parents enjoy having a hard copy of upcoming events and other information to post on the refrigerator and to place in the family calendar. Parents find that technology sometimes fails and having that hard copy ensures that the information reaches them.

### **With regards to reasons parents trust outside organizations:**

Parents place a strong emphasis on the reputation of the organization. Tradition and history of an organization is important. Most important, however, is whether the parents know people who are either a part of the organization or have had positive experiences with the organization. Word-of-mouth is crucial for organizations to gain parents' trust. Parents also care about the organization's worldview, meaning what the organization thinks makes a good child and a good family.

### **With regards to ways of seeking information:**

We found that parents seek out information through teachers, family and friends. They go to those people whom they trust and who have experienced similar situations with their own children. Parents also utilize reputable Internet resources such as: Google, WebMD and parenting blogs.

### **With regards to whom PBO should target with their communications:**

The mothers are most likely to be the ones confronting issues with the schools or between the teacher and child. Mothers typically have a strong influence over whether a child participates in an activity.

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# COMMUNICATIONS PLAN

TACTICS TO STRENGTHEN  
KEY RELATIONSHIPS

# CAMPAIGN PLAN

The objectives and tactics that PBO will implement to strengthen its relationships with key publics that are central to the organization's success

## CAMPAIGN GOAL

To create and strengthen PBO's relationships with its key publics

## CAMPAIGN PHASES

### Phase 1

Simple tactics will increase PBO's professionalism and give PBO the tools it needs to successfully implement the campaign.

### Phase 2

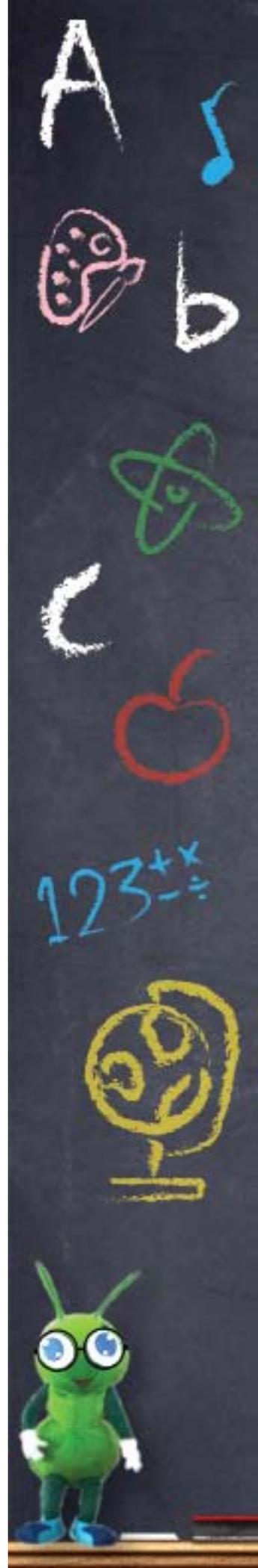
Tactics will transform educators into opinion leaders, increase awareness about the organization among parents and capture donors' attention and dollars.

### Phase 3

Exciting and detailed tactics that will garner media attention and exponentially increase awareness among parents and donors.

Each phase equips PBO to further its reach and continue into the next phase. The campaign is a year long, but designed to be renewable and on going. The effectiveness of tactics can be evaluated and revised as needed to continue implementing in future years.

*"The reality is that most people will never, ever care about your mission enough to help your organization... But here's the good news: if you focus your limited marketing resources on the people who really do matter most to your organization's success, you'll spend a lot less money and time and you'll get better results. You'll actually make a difference." -Kivi Miller, The Nonprofit Marketing Guide*



# PHASE ONE

## OBJECTIVE

To increase PBO's professionalism and supply PBO with tools to successfully implement the communications plan

## STRATEGY

The first impression a person has about an organization is a series of crucial moments of truth that involve learning about the organization through a third party or through its website and other publications. Phase one will give PBO tools to build its brand image and present itself in a professional manner. This phase will help PBO increase awareness about its services and capture donors' attention.

## TACTICS

### Lookie & Co. Photo Shoots

One of the struggles when creating newsletters, brochures or other publications is having quality photographs to increase the visual impact of the publication. Images are worth more than words when trying to capture an audience's attention.

PBO will hold a photo shoot with an experienced photographer. The photographer will capture images of children in a classroom, on a playground and simple stock photos on a plain white background with props like books and eye screening equipment. The goal is to capture moments of happiness and interaction with other children and with PBO screeners.

The first photo shoot will be inside a makeshift studio with a solid white background to capture images of children reading, playing games and have their vision screened.

The second photo shoot will take place inside a classroom with a teacher conducting a lesson. The photo shoot will then move to the outside playground to photograph children playing at recess. This shoot will occur in mid-afternoon with softer, but still bright, sunlight.

PBO will select children with a variety of ethnicities and ages and children that both wear glasses and do not. PBO will also select a few volunteers and employees to be photographed with the children.

The photographer will provide PBO with a digital copy of the photographs for the organization to use in future publications and on its website.

PBO will need a signed media release before the photo shoot from the parents of the photographed children and from any employees or volunteers who are models for the photo shoot.

PBO will need many volunteers for the photoshoots to be successful. It will also need to utilize a relationship with a school for use of a classroom for the second photo shoot.

A professional photographer charges an average of \$125 for a sitting fee. PBO could get quality photographs cheaper through a university student with a passion for photography. These individuals usually charge a \$50 sitting fee. It would then cost PBO \$100 for the photographer to capture strong quality photographs for PBO to use for years to come.

PBO will conduct the photo shoots in June 2011 to have images for the website improvements and tactics in subsequent phases. These images will be priceless when creating the learning lunches, school event booth posters and any other PBO publication or communication project. The images will also be helpful for social media pins, tweets and posts.

Side note: If it is decided to purchase the Lookie Mascot (phase three), before the time specified in this campaign, then Lookie should be one of the models for the photo shoot. This would be the ideal way to execute the tactic.



# PHASE ONE CONT.

## Website Improvements

The website should reflect the work PBO is doing and the children it helps, not on the organization itself. Visitors want stories about who PBO is helping, not statistics. The homepage should tell a story about the organization and use strong visual cues that capture the visitor's attention.

The first step is defining what PBO wants website visitors to do. It wants them to donate. Donors connect with strong images and emotional stories.

The second step is implementing this information throughout the website. PBO will feature images from the Lookie & Co. Photo Shoot and have a short story about a child it has helped. Quotes from school administration, educators, children, parents and donors are also suggested. Its mission should still be stated on the homepage, but in a format that is easier to read. Contact information should be easy to find and the donate now button should remain highly visible. Social media usage should be linked on the homepage as well.

The Donate Now button should link to a page with the option for donors to select renewable year-to-year donations. PBO will be able to maximize its profit potential and gain repeat donors with relative little effort by staff and the donors. Donors will be able to easily contribute by having money taken directly out of their account at a specified time each month or each year.

Subsequent pages (tabs along the top) should include in this order: Donate, Volunteer, Educator Resources, Parent Resources, Partners, Events, News, and About Us. Each of these pages should remain consistent with the theme of the homepage. Personal stories and quotes and strong imagery should be used throughout. The Donate Now link should be prominent on every page.

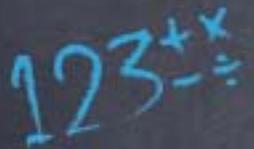
Text throughout the website should be consistent in font, size and color. All text should be written with strong key words in mind to optimize search engine results. Strong call to actions should be included in all text. Remember, the goal is for people to donate through the website.

All teacher material (discussed in phase two) should be available for free download provided the teachers submit their email addresses to be added to the newsletter subscription list. This will get them to the website and keep them coming back through the newsletters.

A media kit should also be available and easy to locate on the website. The media kit will include: backgrounder, fast fact sheet, news release, photographs for media use and a contact person for further information.

The PBO personnel responsible for maintaining the current website will be in charge of implementing these improvements. They should look to nonprofits that are widely known for inspiration. Nonprofits such as Big Brothers Big Sisters and Relay For Life have strong visual websites.

Website updates should begin June 1, 2012 and be completed by the end of the second month of the campaign or July 31, 2012.



# PHASE ONE CONT.

## Guidelines of Engagement

The lucrative partnership with the Community Thrift Store has unintentionally diluted brand identity and reputation amongst Oklahoma donors. To combat this negative response while maintaining profitability through the partnership, PBO will negotiate a Guidelines of Engagement.

The thrift store also serves Big Brothers Big Sisters and Oklahoma Foundation for the Disabled. PBO management will collaborate with leaders in these organizations to develop these guidelines.

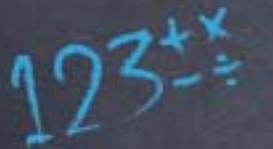
The guidelines will outline acceptable uses of the PBO logo and how PBO should be referred to when thrift store or donation pick-up employees are interacting with customers. PBO will insist that the highest level of customer service and follow through should be given to the thrift store customers and donors.

Additionally, PBO will request that the thrift store make its mission and services understandable to its customers and donors both on the phone and through its websites. Donors should know what percentage of their donations and thrift store profit are going to each non-profit.

Negotiating Guidelines of Engagement will require sensitivity to each party's needs and the highest level of professionalism. The goal is to help one another be more professional, more communicative with key publics and ultimately more profitable.

This tactic will require time from PBO management, but has no financial costs in order to execute.

This tactic will take place from July 1, 2012 to Sept. 31, 2012 with collaboration with other groups taking the first month to write up the Guidelines and the last two months to work through negotiations and implement the Guidelines.



# PHASE TWO

## TARGET PUBLIC

Educators

## OBJECTIVE

To inform educators in all participating schools about student vision care and PBO's services in order to establish those educators as opinion leaders

## STRATEGY

PBO will target communication and teaching tools toward educators in schools the organization already provides for. It will illustrate to educators how PBO enhances student development and academic opportunities for success by identifying vision impairments and assisting in correcting those impairments. Secondary research shows impaired vision is a major cause for stunted cognitive growth. Cowboy Consulting's primary research found parents believe their child's teacher is a trusted resource for information about the child. This campaign will create opinion leaders out of educators so that more parents and donors are reached through word-of-mouth communication.

## TACTICS

### Learning Lunches

Lunch is an excellent opportunity to build community. Employees view lunch as a time to relax and chat with friends and co-workers. PBO needs to build community with teachers in order to gain their trust and equip them to become opinion leaders.

PBO will conduct Learning Lunches during scheduled school lunch hours. This will take no extra time out of busy teachers' days. Teachers will bring their own packed lunches to the presentation meaning Learning Lunches will be at no extra cost to PBO.

The Learning Lunches will equip educators with information regarding student vision health and its impact on cognitive development. Learning Lunches are designed to empower teachers to be educated opinion leaders. A PowerPoint presentation will explain key signs of vision impairment. It will highlight methods to help teachers follow through with parents to get their students the necessary vision care.

Learning Lunches are meant to be a resource to educators, not PBO propaganda. The focus will be on how to help students development better. However, the presentation will outline how PBO is a resource for teachers. As such, the presentation will explain the services PBO offers.

Learning lunches will be conducted at no cost to PBO or the schools.

A PBO volunteer or employee will be in charge of conducting the Learning Lunches building upon the presentation slides in Appendix Two. The PBO representative in charge should create an agenda for each Learning Lunch conducted.

Ten learning lunches will be held throughout the duration of the campaign. PBO will select the schools to visit based on a large faculty size and need for vision education or promoting strong relations with school administration.

Learning lunches will begin on Aug. 1, 2012 and will last through May 1, 2013.

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# PHASE TWO

## Lookie Lesson Plan

Teachers are always searching for resources to use in lesson plans. PBO can further build relationships with educators by being a lesson plan resource.

The Lookie Lesson Plan will be distributed as a tool for teachers to educate their students about vision health. The lesson plan will emphasize that glasses are cool and will encourage students to speak up when things do not seem right with their eyesight. The lesson plan will give information about how the eyes and brain work together to create vision and how things can sometimes go wrong.

The lesson plan will include "Lookie" coloring sheets and an interactive activity to engage students with the lesson's message. Students will learn about how to protect their eyes and when to tell their parents that they have trouble seeing.

The Lookie Lesson Plan will be adaptable to a variety of ages and allow teachers flexibility in implementing this material into their classrooms.

PBO will distribute the Lookie Lesson Plan via email in .pdf form to school administrators in schools PBO already serves. The administrators will distribute the plan amongst their staff in whichever way they choose, although PBO will suggest email. This method of distribution makes it simple for PBO to manage, because administration will not always give the teachers' email addresses to an outside organization.

Appendix Three offers an example of the Lookie Lesson Plan. PBO will revise and improve the plan as it sees fit before implementing this tactic.

The Lookie Lesson Plan will be distributed beginning Jan. 1, 2013 and ending May 31, 2013.

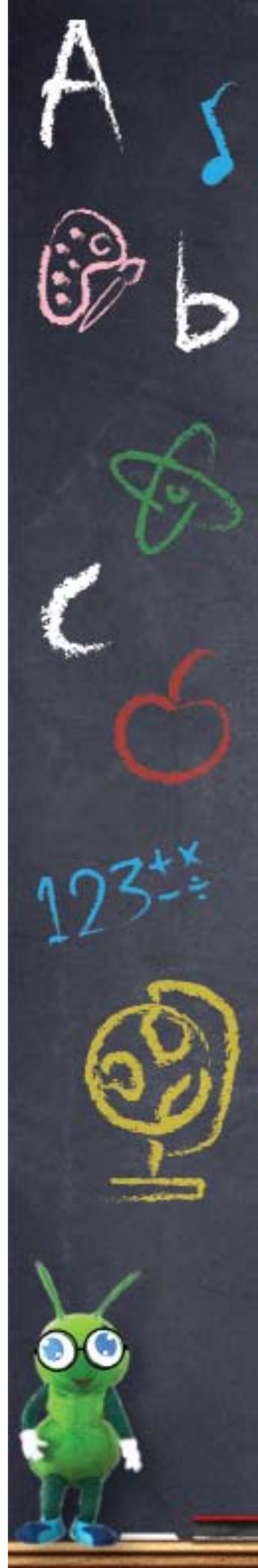
## Pinterest Board

PBO will maintain a Pinterest board created as a teacher resource. This board will pin relevant information about vision health and PBO's services. However, as it is designed to build relationships with educators, it will also feature pins for lesson plan ideas, blogs, games, latest research articles, etc.

A Pinterest board has been created as an example for PBO to follow. See Appendix Three for the example board and pin ideas.

A PBO representative will be placed in charge of maintaining the Pinterest board. This representative will create the board under a PBO account (linked to its Facebook) and maintain the board throughout the year.

The board will be created in August 2012 and will be maintained throughout the duration of the campaign until May 31, 2013. It can then be maintained indefinitely until it is deemed no longer effective.



# PHASE TWO CONT.

## TARGET PUBLIC

Parents

## OBJECTIVE

To raise awareness about PBO's services among parents with children in preschool to fifth grade to be 80 percent of parents aware of the organization within one year

## STRATEGY

PBO will accomplish this objective by communicating its mission through one-on-one conversations and a variety of media platforms. The message will establish and reinforce PBO's credibility as a reputable charity created to benefit the community. Cowboy Consulting's primary research revealed parents are more willing to have faith in organizations that have positive reputations established through word-of-mouth communication. Thus, the campaign will utilize blogs, one-on-one conversations and print media to build a respectable foundation for PBO.

## TACTICS

### School Event Booths

Primary research showed that parents will trust an organization once they know someone connected with the organization. To accomplish this, PBO will have a booth on the school premises during parent-teacher conferences.

PBO management will gain administrative approval in participating schools to have a table or set area around the school during regularly scheduled parent-teacher conferences.

A trained PBO volunteer will work the booth to network with parents and offer information about maintaining vision health and the services PBO offers.

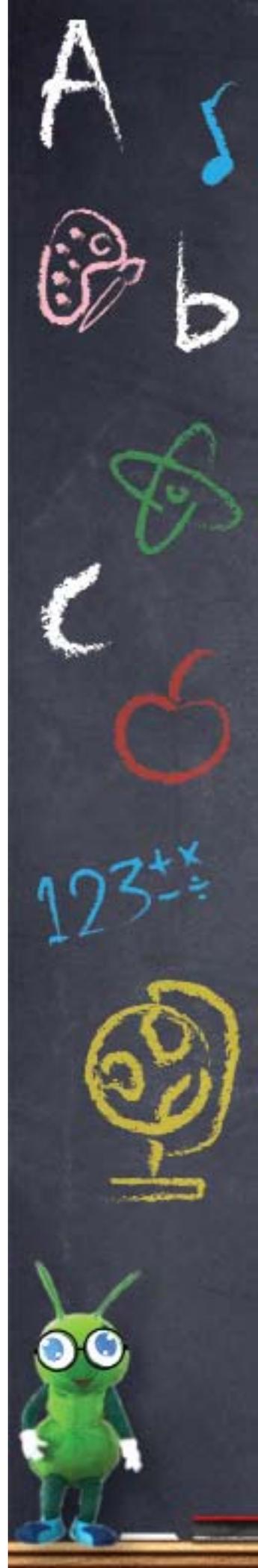
This tactic will allow PBO to increase parent awareness and to gain their trust through one-on-one contact. It is unique and not implemented by other nonprofits. Parents will appreciate meeting the people involved in screening their children's eyes.

The booth will include a simple tablecloth (Walmart \$5) and a sturdy poster board (printing \$20) describing PBO and its services.

Appendix Five offers a design for PBO to use on the poster board. The poster will direct parents to the website if they wish to seek out more information.

PBO will host booths in 10 schools throughout the year. Schools will be selected based on if they are larger in size and if they have a greater amount of parents PBO can reach. Booths will begin to take place during the first parent-teacher conferences in October 2012 and last through May 31, 2013.

Progress reports will be noted after each event.



# PHASE TWO CONT.

## Social Media Interaction

PBO will increase its use of social media including: Facebook, Twitter, Pinterest, LinkedIn and a blog. Social media is an inexpensive and fun way to interact with parents and provide them with information they are searching for.

PBO's social media accounts will share relevant information about the organization and vision health. Weekly postings to Facebook and Twitter will keep the organization in the public eye, but not overwhelm audiences with too many messages. An updated LinkedIn account will further PBO's business contacts and reach working parents. LinkedIn should be updated with current company information then posts linked to the Twitter account so that both accounts can be updated at the same time.

Hootsuite will allow PBO to schedule tweets and Facebook posts to ensure this tactic is carried through. Once the tweets and posts are scheduled, PBO will monitor responses and continue interaction with followers and friends.

A designated PBO representative in the main office will manage these media channels and post once a week to a PBO blog. The blog will further the development of a PBO online community and serve as a resource for parents. Sharing parenting antidotes and child health information will establish PBO as a caring organization and gain parent's trust.

Appendix Six provides a list of post examples and ideas to guide PBO's efforts to capture parents' attention.

The project will begin on June 1, 2012 and end on May 31, 2013.

Side note: This tactic is to be done in conjunction with current PBO social media accounts. It is suggesting an increase and improvement to a tactic already being utilized.



# PHASE TWO CONT.

## TARGET PUBLIC

Donors

## OBJECTIVE

To strengthen donor relations in order to increase frequency of current donor contributions by 10 percent in one year and in order to increase the number of donors by 10 percent in one year

## STRATEGY

PBO will accomplish this objective by creating an inherent and innate relationship between itself and its donors. This relationship is more than simple communication; it is building a friendship that will last for years. This objective will demonstrate to donors how current donations are allocated, which research has shown will increase donor willingness to contribute financially. Creating this relationship will increase trust, which will make donating an instinctual action, rather than a one-time contribution. For the current donor segment, this campaign will construct programs that strengthen lines of communication in order to maintain healthy and active relationships. This campaign will seek out new donors by increasing awareness about PBO. Research has indicated Generation X (ages 30-45) is a key age group not currently sought out by nonprofits for donations. This generation donates to organizations that emotionally touch them. PBO will reach out to this target market by illustrating to donors how, together with PBO, they can change childrens' lives through their contributions.

## TACTICS

### **Donor Relationship Management Database**

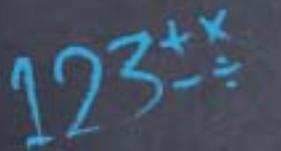
The first step in building donor relations is to track who is donating, how much they are donating and their contact information for further communications.

PBO will not only record donations with the accounting department, but also in a master list to track donor contributions and maintain their contact information for all other donor tactics to utilize.

This excel list (or other program as PBO sees fit) will be made available to all employees who input donations. Employees will record the donor's name, street address, email address, phone number, amount of donation and date of donation. If the donor sends a note saying why he or she decided to donate or other comments, then this information will be noted in the list. Any other information that could make future communications more personal should also be noted in the list.

The database will allow PBO to track who is donating and be able to clearly see where donations are coming from in order to assess profitability in certain areas. This will also help PBO see which tactics of this campaign are directly resulting in monetary donations.

PBO will begin building the Donor Relationship Management Database on June 1, 2012 and end on June 1, 2013. It will be a collaborated effort among all employees dealing with donor relations and inputing donations.



# PHASE TWO CONT.

## Donor Thank You Notes

The Donor Relationship Management List will allow for easy access to donor contact information to send them follow-up thank-you notes.

Appendix Seven shows a thank you note template for PBO to then save and print as needed. It also gives examples of scripted text that can be used as a guide for the notes. This will help make writing the notes quick and simple.

These notes should be handwritten and addressed by PBO employees and/or board members. Notes can be divided amongst the team and will be written during board or staff meetings. The thank you letters should be mailed within one to two weeks of receiving the donation.

It will cost about 30 cents per letter for printing costs and nonprofit postage. If PBO estimates writing 1,000 letters, then it will cost \$300.

A recent study showed that 80 percent of donors said receiving this type of thank you would influence them to donate again. The tactic should pay for itself in this respect.

Writing these notes should begin on June 1, 2012 and continue through May 31, 2013.

*"Giving the donor a larger perspective doesn't work... People who are otherwise caring and would go out of their way to help another individual become numb and indifferent to the suffering of the masses" --Kivi Miller, The Nonprofit Marketing Guide*

## Email Newsletter Program

To keep lines of communication open with donors, PBO will create a quarterly email newsletter.

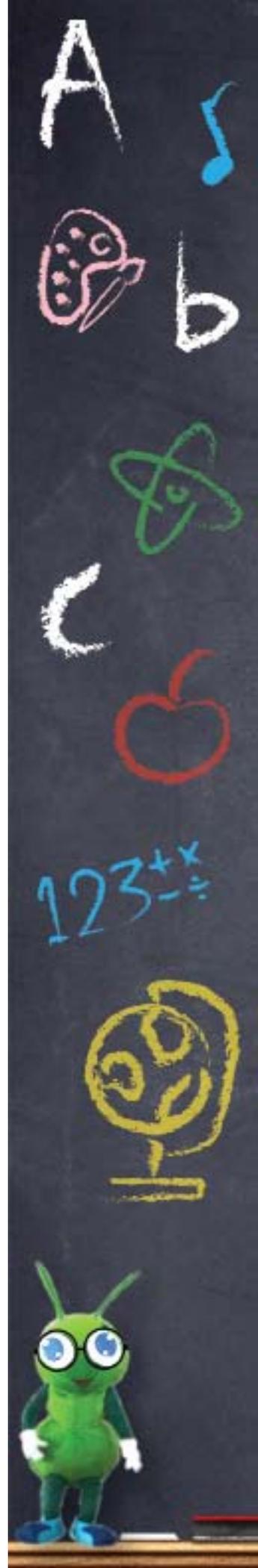
PBO will use InDesign to create the newsletter and an email blast program to send it out to donors. [Http://email-marketing-service-reviewtoptenreviews.com](http://email-marketing-service-reviewtoptenreviews.com) will help PBO find an email blast service if it does not already subscribe to one. The website highlights services and costs of the top email blast programs available.

After the first newsletter is generated, a member of PBO will maintain the service by creating and sending a newsletter every three months.

The newsletters will update donors on current and future events. Testimonial stories from children and parents will assist in building relationships by tugging on donor's heartstrings. The newsletters will direct readers to PBO's website and provide direct links to where people can donate.

PBO drives traffic to optometrists and eye care retailers increasing those industries' profitability in Oklahoma. These relationships will be leveraged to bring more revenue in for PBO by selling advertising space. The space will be sold to optometrists and eyeglasses retailers who wish to increase their brand awareness and connect with PBO's mission.

The first newsletter will be designed beginning Aug. 1, 2012. PBO management should also establish the email blast system during this month. The first newsletter will be sent Sept. 1, 2012. Subsequent newsletters will be sent every three months (Dec. 1, 2012; March 1, 2013; and June 1, 2013). After the campaign's completion, the profitability of the newsletters and the extent to which donor relations were strengthened will be evaluated.



# PHASE TWO CONT.

## **Personalized Event Invitations**

Increasing the amount of money all PBO events raise by just 40 percent will bring in more than \$43,000 each year. To accomplish this, PBO will increase event attendance to have more potential donors at the events.

PBO will target invitations toward people already connected with the organization and will distribute the invitation through via the email blast program. The mailing list will be compiled by pulling names from the newsletter mailing lists; local optometrists and their office employees; corporate donors' employees; and anyone the aforementioned people suggest may be interested. By increasing the invitation list to include more people who are likely interested or have a connection to PBO, the total number of event attendees should increase.

Inserting the individuals' names in the opening salutation will individualize the invitations. This amount of work will only be done to the top four grossing events that benefit PBO until its effectiveness can be assessed.

The design of the invitations will be specific to each event. This is simply an improvement to a current tactic PBO employs. The invitations will be sent via email meaning there is no postage expense associated with this tactic.

If this tactic is determined to be effective, PBO can extend it to each event it hosts in the years to come.

Sending these invitations can begin for events after Sept. 1, 2012 when PBO has established the email blast system mentioned above. The invitations should be designed as needed for the events chosen. The tactic will end on June 1, 2013 at the completion of the campaign.

Side note: This tactic is to be used in conjunction with current PBO tactics including: Swing for Sight, Taste for Sight, Eye Ball, Charity Trail Ride, Flight for Sight and Sip for Sight.

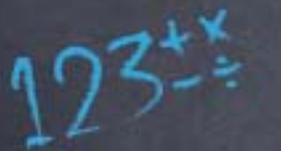
## **Text To Donate System**

This tactic is to be used in conjunction with current events PBO hosts. Text To Donate Systems are designed to make donating quick and easy for potential donors. The donation system will bring in additional revenue to fund campaign tactics and PBO services.

Mgive.com offers a text donation service for \$200. Asking donors to give \$5 will allow this tactic to pay for itself after 40 donations. Additional donations will be profit for PBO to capture.

During events, PBO representatives can give the number as a part of their speeches to direct people to donate on the spot. For dinners, placecards can be set at each table with the number and directions. The Text To Donate System can also be advertised via social media, parent booths and the donor email newsletter. It should not be used in conjunction with teacher resources though it could be advertised on Pinterest if appropriate.

Beginning Aug. 1, 2012, PBO management can investigate Mgive.com and other Text To Donate systems. By Sept. 1, 2012, management should have selected and purchased a program. That system can then be implemented through May 31, 2013.



# PHASE TWO CONT.

## Calculate Donor Lifetime Value

By estimating the total amount PBO can capture from donors throughout that donor's lifetime, PBO can rank donors based on potential profitability. This allows PBO to see which donor relationships are most important to its success. PBO can then establish a donor relationship program (similar to a loyalty rewards program) for its top donors.

Calculating donor lifetime value uses standard marketing tools to assess the estimated amount of disposable income that PBO can capture from donor segments. It shows which donors are most profitable over time. If Sally Mae gives a one time donation of \$1,000 and Bobby Joe donates \$100 each year his 3-year-old son receives vision care vouchers (15 years), then Bobby Joe is more profitable to the organization. Not only will Bobby Joe donate more over time, but also he is more likely to bring in new donors through word of mouth.

The information these calculations provide will allow PBO to build more targeting communication messages to those most influential donors. The donor relationship management list inputs the information these calculations will require (i.e. amount of donations over the years). More information about how to make these calculations is found in Appendix Ten.

By highlighting top donor names in the office, this tactic will encourage employees to offer even better customer service toward those individuals. This will also allow PBO to thank top donors properly in the donor email program adding an incentive to donors who contribute more. Recognition is a key concept donors value.

After the calculations are completed, PBO will devise a benefit program for top donors including: free admission to events, personalized thank you letters, etc. Recognition of donors will increase their willingness to donate and a simple increase in current donations will greatly increase profitability. For example, simply increasing current public support by 10 percent will bring in more than \$28,000 a year (as estimated by the 2011 proposed budget).

PBO management will assign someone in the office to complete these calculations. Contacting the marketing and/or entrepreneur department at Oklahoma State University will help this individual complete the calculations properly. Questions can also be directed to Kylie Pool, Cowboy Consulting creative director.

Calculations will begin being assessed Feb. 1, 2013 to allow PBO time to gather donor information and create a method of calculation. The donor segments that will emerge from these calculations should be completed by April 1, 2013. This tactic will then be ongoing as new donors come into the organization.

PBO's version of a loyalty rewards program should be researched when calculations are completed beginning April 1, 2013. The program should be established and defined by May 1, 2013 when implementation will begin. The program should be ongoing and continue in the coming years.

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# PHASE THREE

## OBJECTIVE

To excite children about vision health and to increase awareness raised through media mentions to 40 percent of each key public

## STRATEGY

Phase Three is designed around exciting tactics meant to capture children's hearts and minds. These tactics will help PBO gain media prominence and increase overall awareness of the organization and its services. Phase Three should be PBO's future consideration as it looks beyond the campaign Cowboy Consulting has built and should move PBO into a new era of its organization and positioning in the nonprofit industry of Oklahoma.

## TACTICS

### Lookie Mascot

Children flock to mascots. They love meeting these characters, having pictures taken with them and doing activities with them. With this information, PBO will utilize its mascot, Lookie.

Cowboy Consulting has placed this tactic in the middle of the campaign to allow for increased revenue to purchase the mascot costume. PBO should be able to purchase the costume by Jan. 31, 2013. It will continue throughout the duration of the campaign until May 31, 2013. However, it is suggested that this costume be purchased before the Lookie & Co. Photo Shoot in Phase One if the dollars can be spared or a sponsor found. The earlier this purchase occurs, the more Lookie can be implemented with other tactics and the more school screenings he can attend.

The ant outfit will cost about \$250. His glasses can be purchased or made for less than \$20 with Walmart materials or a party store (ex. Party City in Tulsa or Party Galaxy in Oklahoma City) that has oversized glasses in stock.

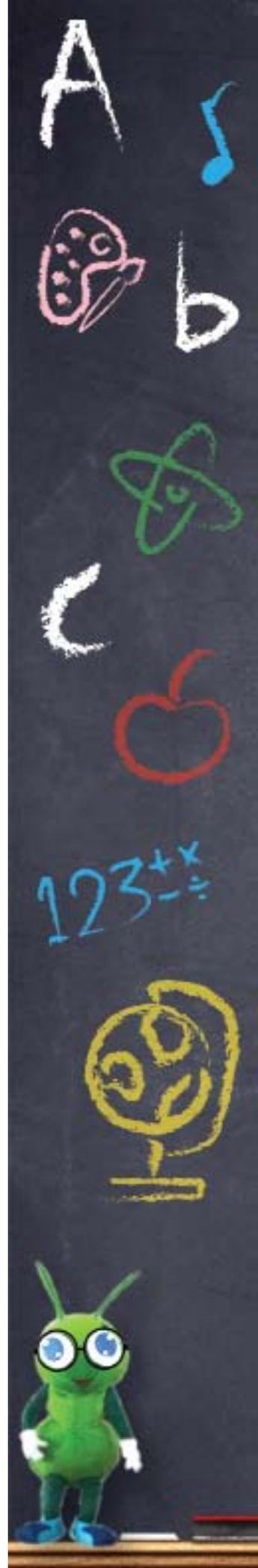


The costume featured to the left can be found on Alibaba.com and is made by Eurochina International Commerce Co., Ltd. It is titled 'ant costume.'

Lookie will capture the students' attention and excite the students. Therefore, students will remember the organization that screened them and tell their parents about what they saw.

The person inside the Lookie costume will be a volunteer of the organization who will accompany the screener to visits. This volunteer should be briefed on interacting with children. He/She can attend other school and PBO events as approved by PBO management, but he/she should be accompanied by a PBO employee or volunteer on all visits for safety reasons.

During event visits, Lookie will interact with the children and promote the 'coolness' factor of glasses. During screening events, Lookie and his 'helper' will explain the screening process and what the screener is looking for so that children understand what PBO is doing for them. Lookie will have children color a picture of themselves wearing glasses to see what they might look like if they did have to wear them. Lookie will encourage students to speak up for themselves and instill confidence in the students.



# PHASE THREE CONT.

## EyeMobile

Elementary school students love hands-on projects that get them out of the classroom and into a different environment. Teachers appreciate new approaches to their lesson plans that are easy for them to implement into their classrooms. PBO will capture the hearts of teachers and students alike by creating the EyeMobile. This mobile learning classroom will highlight the importance of vision care, demonstrate what living with impaired vision is like and teach children about the mechanics of vision all through fun, interactive activities.

Lookie will travel with the EyeMobile to help lead the classes and give away fun prizes. The EyeMobile will travel to elementary schools with screeners and at the school administrator's request. The EyeMobile will also travel to community events to raise awareness and gain media attention.

A niche market company, OBS Specialty Vehicles, has made a business out of converting buses and R.V.'s into bookmobiles, mobile command centers and biotech labs. PBO will work through this company (or an equivalent one) to design and produce the EyeMobile.

Cowboy Consulting's contact with this company is Paul Trenta in Sales and Engineering. He can be contacted at (330) 453-3725 ext. 313.

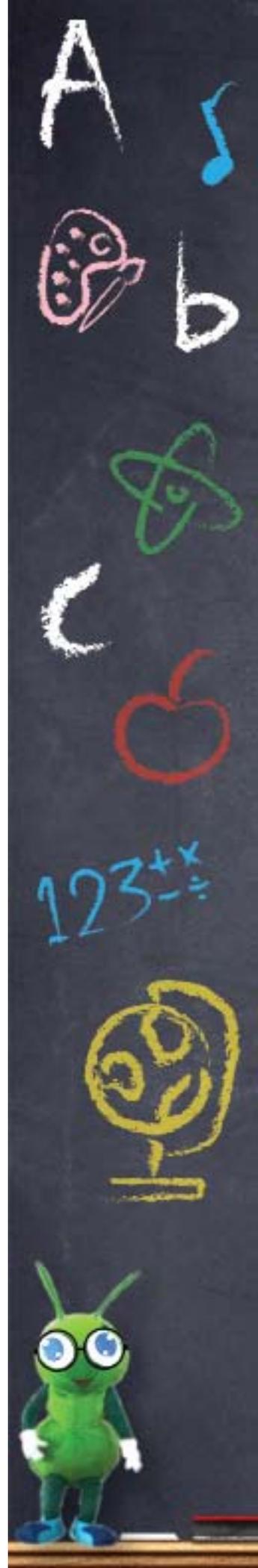
A designated employee (or employees) will need to obtain a class B license. The estimated budget for this tactic is \$110,000 with a 20 percent variance to each side of this estimate depending on specifications inside the EyeMobile. This budget out allow PBO to purchase a smaller bus that would fit eight children plus the PBO representative/EyeMobile leader inside the main compartment. The EyeMobile would take about 180 days to be produced from the time of the order's placement.

This tactic will not be executed until the campaign objectives have been achieved and the campaign is profitable enough to support acquiring this business asset. PBO can also find sponsors for the EyeMobile, designate a letter campaign to raising funds for the EyeMobile and negotiate advertisements on the side of the vehicle as compensation for sponsorship. The EyeMobile will travel across the state and is prime advertisement space.

The goal will be for the purchase of the EyeMobile at the campaign's end (June 1, 2013). The EyeMobile would then be ready to be implemented into PBO's services and programs by Jan. 1, 2014.



Appendix Ten lists sample activities that could be implemented into the EyeMobile. The pictures above and to the left are of mobile learning centers OBS, Inc. has completed for past clients.





TIMELINE  
BUDGET  
&  
EVALUATION

TOOLS TO IMPLEMENT AND  
MEASURE SUCCESS OF THE  
CAMPAIGN

# TIMELINE

## A roadmap to implementing the campaign

### Phase 1:

June 1, 2012-June 1, 2013	Website
June 1, 2012 – June 1, 2013	Donor Thank You Letters
June 1, 2012 – June 1, 2013	Donor Relationship Management List
June 1, 2012 – June 1, 2013	Increase Event Attendance

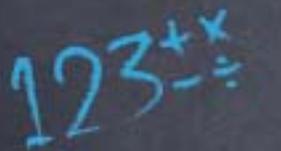
### Phase 2:

June 1, 2012 – June 1, 2013	Pinterest
June 1, 2012 – June 1, 2013	Donor Email Program
June 1, 2012 – June 1, 2013	Text to Donate
June 1, 2012 – June 1, 2013	Media
August 1, 2012 – June 1, 2013	Booths
August 1, 2012 – June 1, 2013	Learning Lunches
January 1, 2013 – June 1, 2013	“Lookie” Lesson Plans
January 1, 2013 – February 1, 2013	Calculate Donor Lifetime Value

### Phase 3:

January 1, 2013 – June 1, 2013	Lookie
January 1, 2013 – June 1, 2013	Learning Bus

Total Time Required: 365 days



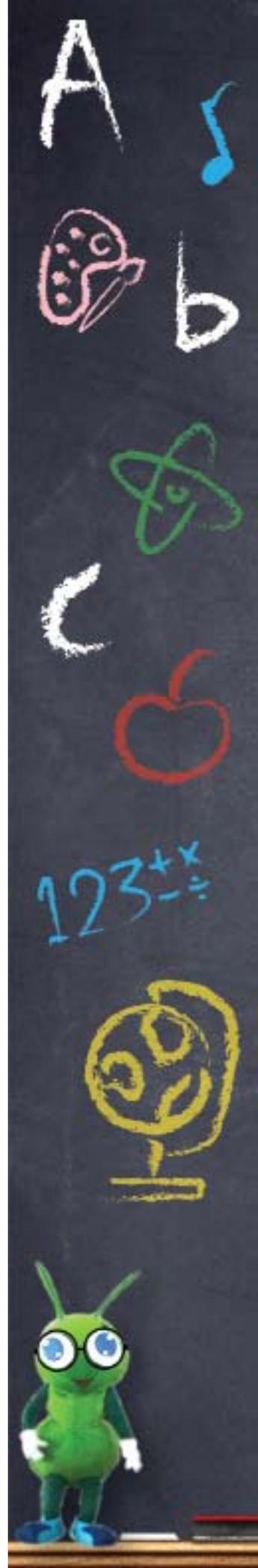


# RESOURCE BUDGET

## Personnel needed for implementing the campaign tactics

Website	PBO employee
Thrift Store Guidelines	PBO employee and collaboration with outside organizations
EyeMobile	
PBO employee (driver), Lookie volunteer and an employee effort to design, purchase and implement	
Donor Email Program	PBO employee
Calculate Donor Lifetime Value	
PBO employee & Cowboy Consulting representative if needed	
Increase Event Attendance	PBO employee
Donor Relationship Management List	PBO employees
Thank You Letters	All PBO employees and board members
Text To Donate	None
Booths	PBO volunteer
Media	PBO employee
Lookie Costume	PBO volunteer
Learning Lunches	Cowboy Consulting and PBO volunteer
“Lookie” Lesson Plans	Cowboy Consulting
Pinterest	Cowboy Consulting and PBO employee or intern

DO IN PHASES



# EVALUATION

Methods of determining how each tactic contributes to the success of the campaign

## PHASE ONE

### Website Improvements

The website tactic will be evaluated using Google Analytics to track number of website visitors and demographic information. By measuring website usage and other important variables, Google analytics will allow PBO to see how people use the website and which pages they find most useful.

### Guidelines of Engagement

Thrift Store Guidelines of Engagement will be assessed by simply tracking the number of upset people calling PBO with their complaints. PBO indicated it receives many of these calls and as the negative perception fades, these calls should stop.

### Lookie & Co. Photo Shoot

The photo shoots will simply be evaluated by the number of quality images PBO gains through the shoots that it can use in future publications. Images are the strongest aspect of any publication and will greatly help PBO in creating attention grabbing materials.

## PHASE TWO

### Learning Lunches

Evaluating learning lunches will give teachers a better understanding of what PBO represents. These lunches will be evaluated based on teacher attendance. A post survey will be made available on Survey Monkey requesting feedback about the lunches' value to teachers.

### Lookie Lesson Plans

PBO will monitor feedback received via email after the lesson plans are distributed. A post email will be sent asking school administrators to give feedback on how many teachers used the lesson plans and if the content was appropriate for what teachers are looking for.

### Pinterest Boards

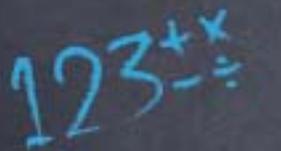
This tactic will be evaluated by comparing the number of likes, re-pins and followers on PBO's Pinterest board to similarly-sized charity nonprofits. Comments on pins will also be monitored to ensure pins are tracking with teacher needs and concerns.

### School Event Booths

The PBO booth volunteer will track the number of parents he or she speaks to and verbally give any positive or negative feedback after each event to PBO management. PBO will also track the increase of website traffic and social media traffic via Google analytics and Facebook analytics after these events to see if events are driving traffic to the website and social media platforms.

### Social Media Interaction

Social media tactics will be evaluated by monitoring the number of fans and followers on the Facebook and Twitter pages. PBO will track when these numbers increase after events or if there are significantly shared posts (tweets that are re-tweeted a large number of times, etc.) that show which methods work best to increase traffic. The blog will be assessed by monitoring how many people read new posts and what their comments are to each post.



# EVALUATION CONT.

## **Donor Management Database**

This tactic in itself is an evaluative measure of the organization's success. The database will be evaluated simply by the amount of current information available and the extent to which it is helpful to PBO employees when implementing other tactics. Management will ask employees how they think the database helps when sending Thank You Letters and other Phase Two tactics.

## **Thank You Letters**

PBO will track who it sends thank you letters to and how many of those individuals donate again within the fiscal year.

## **Donor Newsletter Program**

The email program will be evaluated by tracking increases of online donations. The donation forms will include an area asking where the donor found information regarding PBO and how they got on the mailing list.

## **Individual Invitations**

At each event, the number of attendees will be counted and post-surveys will be available at the end of the event. The surveys should ask how attendees found out about the event, why they decided to attend and if they have any suggestions or recommendations for bettering the next PBO event.

## **Text to Donate System**

This tactic will be evaluated by tracking increases in donations through the system's analytic programs available. Mgive.com offers a program to track the usage of its services.

## **Calculate Donor Lifetime Value**

This tactic will be evaluated by tracking increases in frequency and donation amounts of top grossing donors. PBO will keep track of who the major donors are and how those relationships grow with the implementation of a donor loyalty rewards program.

## **PHASE THREE**

### **Lookie Mascot**

This tactic will be evaluated by monitoring children's reactions to Lookie. At the conclusion of the campaign, an awareness survey will be conducted to see whether parent awareness increased because their children telling them about meeting Lookie.

### **EyeMobile**

The success of the EyeMobile will be assessed by a post-survey available on Survey Monkey requesting feedback. The survey will be emailed to school administrators to be forwarded to teachers who's classes got to enjoy the EyeMobile. PBO will also monitor the number of media mentions the EyeMobile garners by maintaining a clippings file of the mentions.

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## APPENDIX

RESOURCES TO SUCCESSFULLY  
IMPLEMENT COMMUNICATIONS  
PLAN

# APPENDIX ONE

## PRIMARY RESEARCH INSTRUMENT

### Interview Script

#### Opening

Hello, my name is \_\_\_\_\_. (Get the respondent's name: \_\_\_\_\_). I'm a student at Oklahoma State University and am doing a research project for a class assignment. Would you mind giving me a few minutes of your time to talk a little bit about vision problems, your child and how you interact with his or her school?

If no, then thank and move on.

If yes, proceed to first section.

#### Section One: Basic Information and Vision Impairment Questions

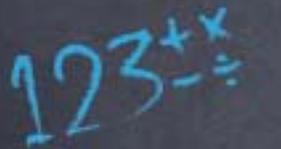
First, we'd like to talk about any vision issues you or your child may have.

1. Do you have any vision impairments? (If no, skip to 6)
2. If yes, what type?
3. If yes, how old were you when you were first treated for your vision impairment?
4. If yes, how did you discover this impairment? Was it through a doctor, through a school screening or another way?
5. If yes, did the treatment improve your ability to learn? How so?
6. Does your child have any vision impairments? (If no, skip to 12)
7. If yes, what type?
8. If yes, how old was he/she when you discovered the impairment?
9. If yes, how did you discover this impairment? Was it through a doctor, through a school screening or another way?
10. If yes, did treatment have an effect on your child's behavior? Ability to learn?
11. If yes, is your child teased or bullied at school because of his or her vision impairment? (If yes, ask appropriate follow-ups)
12. Do you know whether your child has received a vision screening during school? (Yes, no or don't know)
13. If yes, do you know who administered the vision screening and when this occurred?

#### Section Two: Communication Between School and Parent

Now we'd like to talk a little bit about how you seek out information about your child's health and how you interact with his or her school.

14. Can you tell me what kinds of parenting books, magazines or other media you go to for information about your child's health?
15. What if your child were to begin acting up in the classroom, where would you go for information or help?
16. Has your child (either in the past or currently) exhibited consistent negative behavior patterns? (If no, go to 18)
17. If yes, what did you determine the cause to be?
18. How strong or weak do you think the communication between your child's school and yourself is?
19. How well does the school communicate with you about your child's health? Behavior? School events?
20. Do you believe you have a strong say in your child's education? How so or why not?
21. Do you see any breakdowns in the school's communication with you?
22. How important do you find fliers that are sent home with your child from school?
23. How informative do you find fliers that are sent home with your child from school?

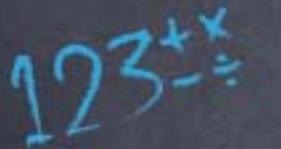


# APPENDIX ONE CONT.

## Section Three: Feelings Toward Outside Organizations In The School

Now we'd like to talk a little bit about organizations outside the school that you and your child interact with.

24. What groups (church, educational, athletic, etc.) do you allow your child to associate with and why? (If none, go to 27)
25. What makes you trust those organizations with your child's well being?
26. What is the best way for these organizations to talk to you about your child's well being?
27. Do you feel there are factors in your life (financial, time limitations, lack of resources, etc.) that prevent you from taking care of your child the way you would like? What are some of those factors?
28. Would you trust an outside organization's input on your child's well being if the organization was an expert in its field?
  - Why or why not?
29. If you found that your child had a vision impairment, then would you consider accepting financial assistance from a non-profit for your child's vision care if you could not afford?
  - Why or why not?
30. Have you heard of an organization named Prevent Blindness Oklahoma? (If no, skip to 32)
31. What do you know about Prevent Blindness Oklahoma? (Find the respondents' thoughts/feelings/impressions toward PBO)
32. If the respondent doesn't know about PBO or has incorrect assumptions, then briefly explain what the organization does. If the respondent does know about PBO, then proceed to the question. Would you consider accepting financial assistance from Prevent Blindness Oklahoma for your child's vision care if you found that your child had a vision impairment and you couldn't afford to fix it?
  - Why or why not?



# APPENDIX ONE CONT.

## Section Four: Demographic Information

Now we'd like to collect some general demographic information about you and your family.

37. Male \_\_\_\_\_ Female \_\_\_\_\_
38. Are you...
- a. Under 25
  - b. 25-29
  - c. 30-34
  - d. 35-39
  - e. 40-44
  - f. 45-49
  - g. 50 or older
39. What is your ethnicity?
- a. Caucasian
  - b. Hispanic/Latino
  - c. Asian
  - d. Black
  - e. American Indian
  - f. Native Hawaiian
  - g. Other (please specify) \_\_\_\_\_
40. What is your occupation? The other parent's?
41. What range does your total household income fall into?
- a. Less than \$10,000
  - b. \$10,000-\$29,000
  - c. \$30,000-\$39,000
  - d. \$40,000-\$59,000
  - e. \$60,000-\$79,000
  - f. \$80,000-\$99,000
  - g. \$100,000-\$149,000
  - h. More than \$150,000

## PRIMARY RESEARCH TRANSCRIPTS

See document on attached CD.



# APPENDIX TWO

## LEARNING LUNCHES

### LUNCH AGENDA

First 10 minutes are set aside for greeting teachers and eating lunch. The powerpoint presentation should take no longer than 20 minutes. At the end of the presentation, thank the teachers for attending and make PBO representative available to answer any questions.

### PRESENTATION TEMPLATE

**Introduction**

- PBO will welcome the teachers and thank them for coming to the Learning Lunch and for taking out of their lunch breaks.

**PBO can help YOU**

- PBO will explain how it can be a resource to the teachers. Talk about the screening services PBO provides and the Pinterest board teachers can use for lesson plan ideas.

**Lesson Plans**

- PBO will explain to the teachers that lesson plans are available on its website ([preventblindnessok.org](http://preventblindnessok.org)) to teach to children to speak up when they believe they have vision impairments and to teach that glasses are "cool."

**Eye Sight Facts**

- PBO will insert vision facts from the Internet here and illustrate to educators how crucial proper vision is to cognitive development.

**How to Identify Eye Problems**

PBO will list how to identify eye problems with the explanation of each method

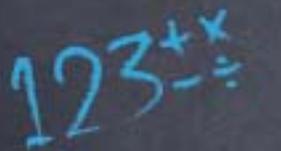
Ex:

- Eye Teaming Problems
- Tracking
- Focusing
- Vision Perception
- Visual Motor Integration

\* Full explanation of each listed in This Book

**Services PBO offer**

<ul style="list-style-type: none"><li>• <b>Parents</b><ul style="list-style-type: none"><li>• PBO will list what services it offers to parents</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Teachers</b><ul style="list-style-type: none"><li>• PBO will list what services it offers to teachers</li></ul></li></ul>
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# APPENDIX THREE

## LOOKIE LESSON PLAN

### LESSON PLAN MATERIALS

#### Goal

Students will feel comfortable wearing glasses around other students. The teacher will portray that glasses are "cool" to wear. In order to make students believe glasses are "cool," teachers will show pictures to students what it is like to not be able to see correctly. For example, teachers will show words that are extremely blurred so all students can fully understand what it is like to have blurred vision.

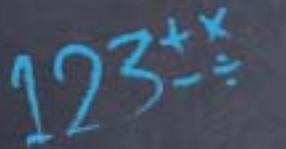
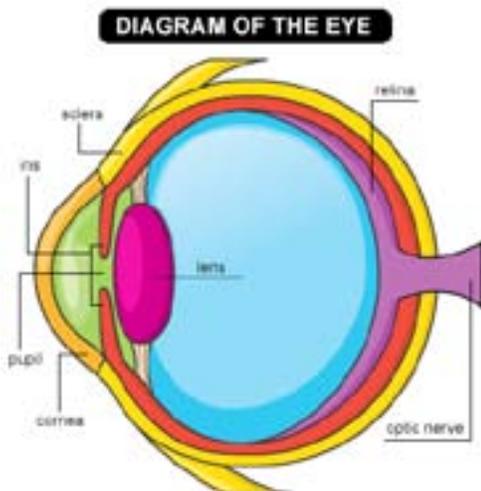
#### Objective

Students will be able to voice if he or she cannot see correctly.

#### Image for teachers to show to all ages:

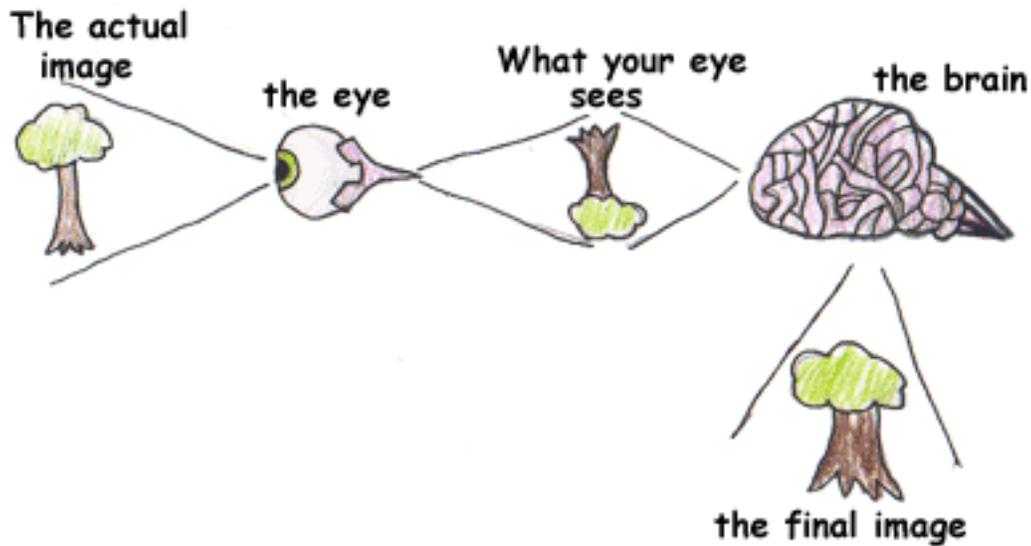


#### Another picture children can color/learn for a test:



# APPENDIX THREE CONT.

A better example of how the eye works:



Your eye works in a similar way to a camera - light passes through the lens of your eye and is 'recorded' on the back of your eye (the retina).

**Do you notice something about this drawing?**

Yes, the picture that your eye takes is upside down too!

**Why don't you see things upside down?**

Well, your eye sends the picture to your brain, and your brain turns the picture the right way up and tells you what you are looking at. So you see things the right way up.

A

b

c

d

e

123+<sup>+</sup>-<sup>-</sup>÷<sup>÷</sup>

f



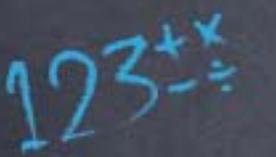
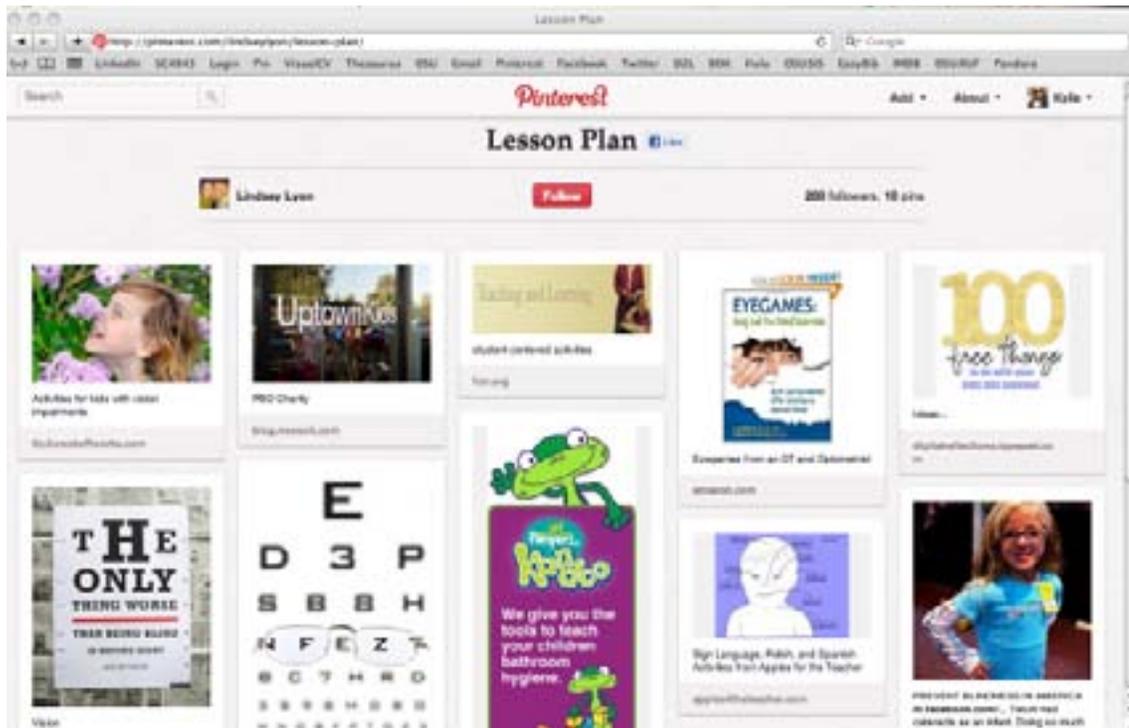
# APPENDIX FOUR

## PINTEREST BOARD

### PIN THEMES

Look for materials that educators can use in their classrooms. These include: crafts, lesson plans, games and activities. Teachers also like to keep current with the latest research and happenings in the education industry. Pin things that are relevant to vision care (ex. research, screening methods). Also pin things that help teachers show their students how to maintain vision safety in sports, on the playground or at home.

### BOARD TEMPLATE



# APPENDIX FIVE

## SCHOOL EVENT BOOTHS

### POSTER DISPLAY TEMPLATE



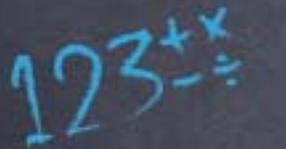
#### Join Us!

Corabitur fells nisi, vehicula eu, bibendum id, erat.

Aliquam erat volutpat. Donec ante. Vestibulum vehicula. Nam vitae ligula eu du tristique egestas. Pellentesque volutpat, nunc id venenatis molestie, dale ligula ultrices orci, quis rhoncus est libero volutpat lorem. Nulla egestas viverra augue. Aliquam massa pede, gravida x, adipiscing, accumsan



Aliquam erat volutpat. Donec ante. Vestibulum vehicula. Nam vitae ligula eu du tristique egestas. Pellentesque volutpat, nunc id venenatis molestie, dale ligula ultrices orci, quis rhoncus est libero volutpat lorem. Nulla egestas viverra augue. Aliquam massa pede, gravida x, adipiscing, accumsan nec, id. Integer neque. Nulla aliquet justo sit amet odio. Ut



# APPENDIX SIX

## SOCIAL MEDIA INTERACTION

### TOP WORDS TO INCORPORATE

These key words have been proven to get the most response from social media followers: you, Twitter, please, retweet, post, blog, social, free, media, help, please retweet, great, social media, 10, follow, how to, top, blog post, check out, new blog post.

### TWITTER EXAMPLES



#### **Tweet about PBO events**

Sip for Sight is this Friday at 7 p.m. Come get your tickets at the door.  
#forthekids

Taste for Sight already has 100 registered for attendance! Check out our event page for more details. #forthekids

Retweet if you are interested in purchasing a ticket for the EyeBall. All proceeds go straight back to the community! #forthekids

Spots are still open if you want to make a SWING for sight team. Go to PBO's website for more information. #forthekids

#### **Tweet about PBO facts and its cause**

Our mission is to preserve sight and prevent blindness. To learn more go to <http://www.preventblindnessok.org/AboutUs.aspx>

During the 2009-2010 school year, PBO screened 260,939 children

Established in 1965, PBO is the only non-profit agency in Oklahoma dedicated exclusively to fighting blindness

#### **Tweet about how to make a donation (use hyperlinks)**

If you want to make a tax deductible donation, you can find more information on our website: <http://www.preventblindnessok.org/>

Go to our website and click on the donationpickup.org button to donate household items #givingback

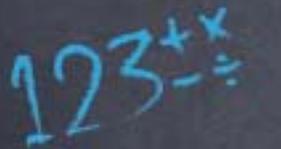
You can call 405-848-7123 to make a donation to our organization #givingback

### FACEBOOK EXAMPLES

Pawiurgnuiawebguiwabeiu fbksja

### BLOG EXAMPLES

Pawiurgnuiawebguiwabeiu fbksja



# APPENDIX SEVEN

## DONOR THANK YOU NOTES

### INSIDE HANDWRITTEN TEXT

Below is an example of what would be written in the thank you note. However, this text will be written by hand. The example below should not be the only text used. Board members and employees should strive to make their messages personal and tell stories. Tell the donors what their contributions will help PBO achieve.

### TEMPLATE



Dear \_\_\_\_\_,

*On behalf of Prevent Blindness Oklahoma, we would like to thank you from the bottom of our heart for your helpful donation. Thanks to you, we have helped another child in need of eye care. We appreciate your kindness and generosity.*

Sincerely,  
\_\_\_\_\_



# APPENDIX EIGHT

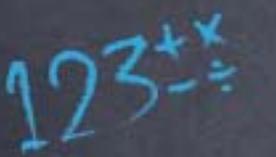
## EMAIL NEWSLETTER PROGRAM

### ARTICLE IDEAS

Think about what callers are asking. Are there frequently asked questions or concerns that the newsletter could help answer or alleviate? Write teasers about upcoming events or follow-ups on how past events went. Tell personal stories of how donors contributions help employees to their jobs. Tell stories about children and families that PBO are helping. Give short articles of how school screenings went and the experiences those children had. Be careful to not give specific identifiers about children without their parent's permission. Change names if necessary.

### TEMPLATE

See next two pages.





**Prevent  
Blindness  
Oklahoma®**

WEBSITE

MONTH YEAR

**Donate Now  
Website**

**Special Thank You  
To Donor/Event  
Attendee**

**Upcoming Events**

**Advertisement  
Space**

**Article Title**

jngjsndvlksnvljbnsdbkjlzks-  
dnlksfglkznsdfv clk lkdv lkcd  
vlsnjnbrsg ijfonskldcnsndcs  
jngjsndvlksnvljbnsdbkjlzks-  
dnlksfglkznsdfv clk lkdv lkcd  
vlsnjnbrsg ijfonskldcnsndcs

jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfon-  
skldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsn-  
jnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv  
lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv  
clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlks-  
fglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdb-  
kjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlk-  
snvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs  
jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfon-  
skldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsn-  
jnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv  
lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv  
clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlks-  
fglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdb-  
kjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlk-  
snvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs  
jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjnbrsg ijfon-  
skldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd vlsnjn-  
brsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk lkdv lkcd  
vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlksfglkznsdfv clk  
lkdv lkcd vlsnjnbrsg ijfonskldcnsndcs jngjsndvlksnvljbnsdbkjlzksdnlks

**Insert Image with caption**



# APPENDIX NINE

## CALCULATE DONOR LIFETIME VALUE

### WHAT THIS SHOWS

The calculations show which donors will be most valuable over time to PBO.

### PROGRAMS TO IMPLEMENT

Send personal letters or free event admission to those donors. Send them pictures from screenings or other small mementos that will keep PBO in the minds of these donors throughout the year.

### STEP BY STEP

Below are parts of a blog post explaining Lifetime Value found on: <http://www.karlo.org/2009/01/calculating-customer-lifetime.html>

Customer Lifetime Value (CLV) is a key concept for any business, but it's especially important for Internet sites where there is a daily decision to be made about how much to pay for user acquisition and at what point advertising becomes too expensive to be profitable. The basic concept is that the average acquired customer will make a certain number of purchases before they leave due to attrition or competition. By figuring out how much profit a user will generate, we can estimate how much we should be paying to acquire and keep them.

Here's the calculation at its most basic:

$CLV = (\text{profit per cycle}) * (r / (1 + i - r)) = \text{profit per cycle} * \text{retention multiple}$

where  $r$  is the retention rate per cycle (e.g. 85%) and  $i$  is the discount rate per cycle (e.g. 20%)

If you ignore the discount rate\* you get:

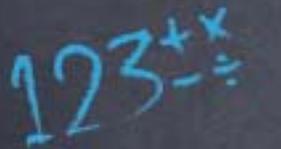
$CLV = (\text{profit/cycle}) * (r / (1 - r))$

$(r / (1 - r))$  is roughly the number of cycles that a customer will go through before leaving on average.

(E.g. with a 90% retention rate, it will be  $(0.9 / (1.0 - 0.9)) = 9$  cycles. You profit on a customer will typically be 9x whatever you make off them in an average purchase cycle.)

Calculating the average purchases per cycle is up to you... could be either monthly or annually - just has to match up with the cycle that retention is based on.

Make a basic model of how CLV in your business should be estimated, and continue to evolve and correct that model based on real-world performance as you grow your business. Don't let the fact that you may not have perfect visibility into retention rates and per-cycle profit stop you from using this useful tool.



# APPENDIX TEN

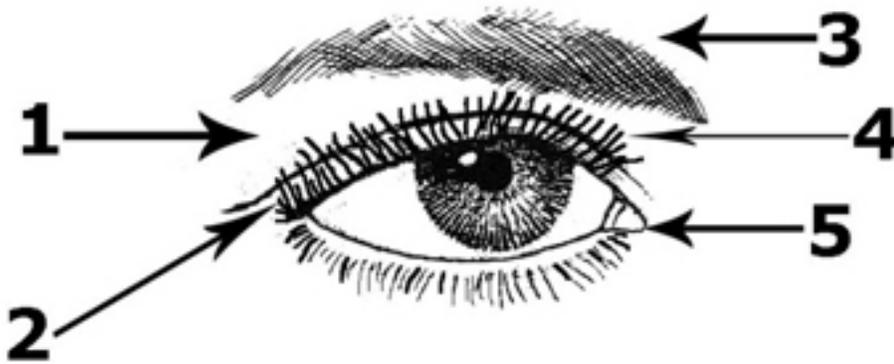
## EYEMOBILE

### ACTIVITIES INSIDE EYEMOBILE

#### Naming Eye Parts

Activity:

Use the following terms to identify the parts of the eye



bony eye socket  
eyebrow  
eyelashes  
eyelid  
tear duct

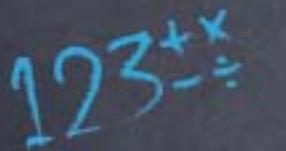
Answers:

1. bony eye socket
2. eyelid
3. eyebrow
4. eyelashes
5. tear ducts



The objective of this activity is to have the students identify the parts of the eye. This chart would be on the wall of the EyeMobile and students would be given a sheet to fill out. Whoever gets all of the answers correct will get a pair of sunglasses.

[http://preventblindnessamerica.us/playitsafe/teachers\\_guide\\_prek\\_2/teachers\\_guide\\_prek\\_28.html](http://preventblindnessamerica.us/playitsafe/teachers_guide_prek_2/teachers_guide_prek_28.html)



# APPENDIX TEN CONT.

## Eye Safety Quiz

Each student will be given a quiz right when they walk into the EyeMobile. This is what the quiz will look like below:

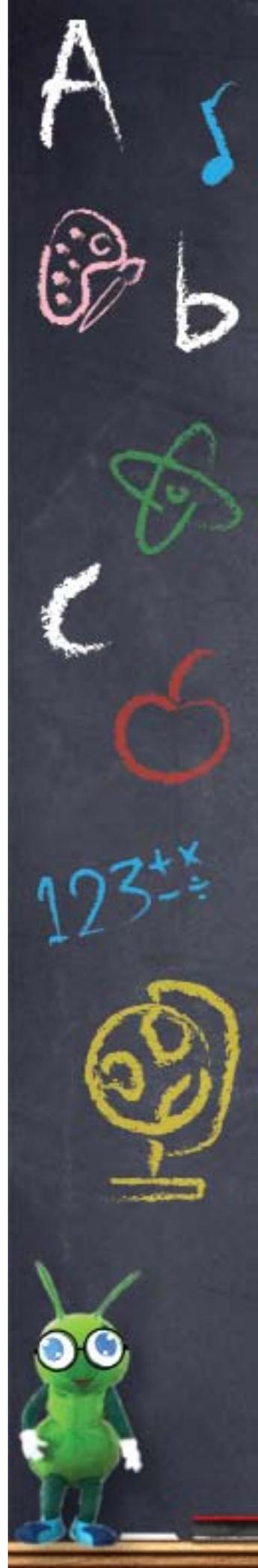
1. Safety glasses can be bad for your eyes. T or F  
False: Safety eyewear is made of optical-quality glass or plastic.
2. Using a computer terminal won't damage your eyes. T or F  
True: There is no clinical evidence showing that video display terminals can damage your eyes.
3. Safety glasses that have scratches or pits do not need to be replaced. T or F  
False: Protective eyewear with scratched, pitted lenses, or damaged frames are less resistant to impact and should be replaced. Safety eyewear should be regularly cleaned, inspected, repaired, and if necessary, replaced.
4. Contact lenses provide enough safety so you don't need safety glasses. T or F  
False: Other appropriate eyewear should be worn with contact lenses.
5. Face shields by themselves offer adequate protection. T or F  
False: A face shield provides adequate protection only when worn with the right safety glasses or goggles.
6. Industrial safety glasses can be made with your own prescription. T or F  
True: Safety eyewear can be made to fit most prescriptions.
7. All eyeglasses sold in the U.S. are required to be impact resistant. T or F  
True: But, while eyeglasses must be impact resistant, they are not impact proof.
8. The differences between glass, plastic, and polycarbonate lenses are minimal. T or F  
False: Polycarbonate lenses are by far the strongest and most impact resistant. Plastic and polycarbonate lenses are lighter. Glass lenses provide good scratch resistance and can withstand chemical exposure.
9. Serious eye injuries usually only happen at work. T or F  
False: There are also many home activities that require eye protection and sports that require special sports protectors. Not wearing protective gear can lead to injury.

The objective of this quiz is to make students more aware of eye safety. The student that gets all of the answers correctly will receive a prize (sunglasses, eye patch, eyeball bouncy ball, candy, etc).

[http://preventblindnessamerica.us/playitsafe/teachers\\_guide\\_grade3\\_grade4/teachers\\_guide\\_grade3\\_grade414.html](http://preventblindnessamerica.us/playitsafe/teachers_guide_grade3_grade4/teachers_guide_grade3_grade414.html)

## iPad Coloring

This online coloring page would be pulled up on an Ipad for students to play with. There are three different options to choose from so the students will have a variety to chose from



# REFERENCES

A



b



c



123<sup>+</sup><sub>-</sub><sup>\*</sup><sub>÷</sub>

